

Property 2031 -
Helping to deliver a better police service across Thames Valley



PROPERTY ASSET MANAGEMENT PLAN
2016 to 2020

Property Services Department - October 2016



Foreword

The Police Service is continuing to go through a period of modernisation, with many drivers and opportunities for changes in approaches to service delivery, and increasing collaboration expected between forces, “blue light” services and across the public sector. Since the last Asset Management Plan in 2014, there have continued to be changes and further challenging budget reductions required across the public sector. It is envisaged the public sector will continue in an environment of austerity for some time yet.

Property is a key resource for Thames Valley Police, as it is with any organisation – it has value, but costs money to use and maintain. While it is a critical component in supporting service delivery, it has to increasingly make a more significant contribution towards reducing our revenue costs and environmental impact. It is therefore essential that it continues to be strategically managed over the long term and support the force Commitment. Significant capital receipts and revenue savings have been achieved so far, but there is more to do. In 2015, across the organisation, we looked closely at what we do, what it costs and what our priorities need to be going forward. Additional estate changes and opportunities have arisen from this review which are reflected in this 4 year plan, with further changes likely later.

While there is no identified fundamental gap in what property we have relative to current service needs, there is the clear potential for making better, and more agile, use of what we plan to retain, but being mindful of future growth pressures in some areas. An already challenging programme of property disposals has been expanded, with several Police Stations being planned to be replaced with substantially smaller facilities, and co-locating with partners where practical. In the case of some under used or very expensive Neighbourhood Policing facilities, particularly those that are leased in, there will be no replacement, with staff being relocated to core retained sites and greater operational use made of mobile technology.

While good progress has been made, the performance of our portfolio needs to improve and contribute more to our Productivity Strategy by delivering enhanced value for money – providing more from less, for less cost. This will entail not only consistently challenging the need for property and driving out any remaining under performance, but also a strong commitment from the Force and PCC to provide the necessary support and investment to facilitate a programme of change that will affect not only property, but will impact on a significant proportion of the Force’s working environment and practices over the next 10 to 20 years. Significant culture change will be required to get the most out of the property we keep in the long term – effectively a transformational change in the way we use our workspace - and to help deliver service improvements. While in the past our ICT has not been ready to enable “smarter ways of working”, we are now starting to implement a significant change in the way we work in, and use, our estate.

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Chief Constable

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Police & Crime Commissioner for Thames Valley

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1.0 Executive Summary

This Asset Management Plan builds upon the outputs of the 2008 Asset Management Strategy and 2014 Asset Management Plan. **The plan reinforces TVP's 2012 vision and objectives for its property portfolio – ensuring the right accommodation is provided in the right place at the right time and cost, to support service delivery** by focussing on:

1. Supporting & improving service delivery

Ensuring the portfolio is kept operational, new requirements are procured where needed and to enhance collaboration and accessibility

2. Making more effective use of property

Improving space utilisation, implementing Smarter Ways of Working, reducing revenue costs and enhancing environmental performance

3. Ensuring better use of resources

Generating revenue savings and capital receipts by challenging property retention, and generating income through increased co-location and developer funding for future planned growth requirements

The plan explains the strategic direction of both the property assets and management of those assets in order to support the delivery of the force strategic objectives. It considers how the portfolio is performing, how its performance can be improved and how successful asset management will be measured with explicit links to supporting the asset vision, and the impact on resources. **The most important property performance measures and indicators** will focus on:

- **Reducing our total property cost**
- **Improving space utilisation**
- **Reducing our carbon footprint**
- **Generating capital receipts, income and revenue savings**

An **Implementation Plan** sets out key activity needed to enhance the role of property assets corporately, and how management of them can be improved.

The Asset Management Plan is a high level document but provides an assessment for the future retention or disposal of each operational and support property, and key areas of activity focus.

Section 2 outlines the purpose of the plan and **provides context, including an overview of how policing is delivered across Thames Valley, the organisational and political structure and financial context.** There are a number of work strands and external factors that could impact significantly on future property provision.

Section 3 **sets out the PCC and TVP strategic objectives which the property assets need to support.** Increased financial constraints and audit scrutiny, together with the continuing modernisation of the police service and the scale of planned housing and economic growth to 2031 and beyond, clearly point to the need for a robust but flexible asset management approach at this time.

Section 4 **sets out the principal components of our asset planning framework,** with a summary of the **Asset Management Strategy,** and the **vision for the property asset base** in support of the delivery of an effective community focussed police service - to ensure the right property is provided in the right location and cost when it is needed. **The objectives or success criteria for the asset base focus on the three main areas of supporting service delivery and making better use of property and resources.**

This section also covers the approach to asset management needed to deliver outcomes from those objectives, and sets out **10 key asset management operating principles**.

Section 5 describes the property portfolio, its cost, fitness for purpose and utilisation. **99% of our portfolio floor area is assessed as fit for purpose or generally fit for purpose overall**, and there is clear scope (subject to funding) to make better use of property through the adoption of a more modern working style, with more desk sharing and mobile/remote working, and relocation of some functions to improve team effectiveness. The extent of existing co-location and collaboration is highlighted, with **the number of co-locations relatively static since 2012, but this is expected to increase** through the need for local replacement Police stations or touchdown offices.

The performance of the property portfolio is summarised. **TVPs performance overall compares favourably with other police forces in some aspects (space) but less so in others (total cost & maintenance cost)**, although direct comparisons while of interest, are unreliable. TVP have an internal indicator set of 10 indicators linked to the strategic asset vision. **Performance for those KPIs not covered by the national benchmarking system is generally good in most cases, with a positive direction of travel evident or expected with the remainder.**

Section 6 considers **future property and property services needs**. It identifies key internal and external issues that are impacting now and/or could impact on property provision in the future; particularly around funding, growth, environmental requirements and collaboration. **A gap analysis was undertaken** considering the state of the asset base, asset demand and asset management policies and processes. **In summary the portfolio currently performs well in supporting service delivery**, with very few properties requiring essential replacement and no significant new operational requirements not already programmed.

Our ability to police an expanded Thames Valley is recognised as a force strategic risk, with at least 260,000 new dwellings and new jobs, and a projected increase in population of around 260,000. There will be the need for more staff long term, but due to funding uncertainties over the medium term, the position needs monitoring. **The force has engaged well with all local authorities, with £2.35m in S106 commitments to date, and 31 small neighbourhood facilities identified to address future growth**, together with the need to adapt or increase capacity within existing buildings, and provide other infrastructure such as vehicles, equipment and ANPR systems. **30 of those facilities are either secured in S106 commitments or recognised formally in planning policy.**

While there are site specific issues to investigate and address, **there is no fundamental gap in current property provision**, and no driving need for the fundamental change being planned by some other police forces. There is however a risk in relation to the impact of future growth. **A review of asset management processes indicates there is also no fundamental gap** to address in this respect. Property Services management of the portfolio is fit for purpose as confirmed by a Police Authority commissioned audit by Deloitte in 2012. A CIPFA benchmarking assessment of the Property Services function was undertaken in 2014/15 and 2015/16. Future planned asset management improvements are reflected in the Implementation Plan.

An outline strategy is provided for each asset category or property function from headquarters to public contact points. This, together with the property retention indicator for each site, **provides a strategic context for asset decision making.**

A challenging and expanded **disposal programme** to 2020 is included with 52 disposals included and others dependent upon future planning opportunities.

This section also reviews **the impact of asset management activity on financial, human, ICT and fleet resources**. The most critical factor is future funding with all public sector organisations faced with **significant financial constraints** in the medium term. **Reduced budgets, and the need to make savings, will inevitably impact on asset management, with a greater focus on project prioritisation and value for money.** Where no funding has been allocated, there is the risk of those projects not being implemented in the medium term, although “invest to save” projects could be funded from Reserves or borrowing, and the property disposal programme is projected to generate a significant net capital receipt and revenue saving by 2020.

Section 7 provides the **Implementation Plan, with 20 actions planned over the next 2 years** that will further enhance asset management and facilitate delivery of the asset vision in support of the Force’s strategic objectives. This improvement mainly **centres around maintaining the profile of property internally, refreshing key strategy documents where needed, developing a 5 year major projects programme, progressing the disposal programme, identifying and reviewing pilots for Smarter Ways of Working principles, expanding collaboration activity and embedding best practice asset management processes.**

2.0 Introduction & Context

2.1 Purpose of the Asset Management Plan (AMP)

This AMP builds upon the outputs and activity highlighted in the 2008 Asset Management Strategy (AMS) which remain fundamentally valid. Its purpose is to:

- provide an overview of TVP's strategic direction and corporate objectives, and the implications these have for the property portfolio over the short to medium term
- outline TVP's vision and objectives for its property portfolio and how success will be highlighted
- explain the overall strategic direction for the management of TVP's property in supporting the corporate objectives and priorities
- provide an overview of what property we have, how it is performing and is managed, and key activity required
- highlight key issues affecting or that may affect future property provision and investment decisions, and to identify our main property priorities

The AMP will therefore outline where we are now, where we want to be and how we will get there. It will provide a strategic context for rational property investment decision making.

There are a number of key work strands and initiatives underway and planned which could have a significant impact on future property provision and the need for funding. These will inform future iterations of this AMP, and because TVP operate in an environment of change, and with regular new initiatives locally and nationally, it is proposed to continue to update specific aspects of the AMP annually with a more comprehensive refresh every two years to ensure it is as up to date as possible.

2.2 Thames Valley Context

Thames Valley is the largest non-metropolitan force in the country with an expected staff establishment at the start of 2017/18 of approaching 7,500 officers, PSCOs and support staff, including regional units, over 500 Special constables and 430 volunteers. Thames Valley serves a population of approximately 2.3m with over 6 million visitors every year.

The demographic and geographical characteristics of Thames Valley are diverse, across 7 unitary, 9 district (with 4 councils merging politically to form 2) and 2 county council areas. Thames Valley is projected to expand significantly by 2031 with over 260,000 more population, at around 260,000 new dwellings to be delivered, and new employment and leisure developments. This scale of growth has already impacted and will continue to impact on the demand for policing services and resources, with areas of significant new development and regeneration, and with many existing areas changing in character.

2.3 How the Police Service is delivered

The Force was re-structured in April 2011 with services delivered locally through 13 Local Policing Areas (LPA's) aligned to local authority political (including mergers or where there were strategic alliances) boundaries, and a range of forcewide shared service departments, delivering both operational and support functions centrally or from area based hubs. In April 2016 Bracknell and Wokingham LPA's merged, reducing the LPA total to 12.

TVP works closely with partners such as councils, other public, voluntary and emergency services and criminal justice organisations such as HM Courts & Tribunal Service, Probation Service, and the Crown Prosecution Service. TVP also works in collaboration with other forces to ensure community safety in its broadest terms is delivered as

effectively as possible. The most significant are the Joint Operations Unit with Hampshire Constabulary, and South East regional working including counter terrorism, organised crime and other activity.

Property provision needs to enable and support this complex organisational and operating structure, and to respond effectively to change.

2.4 Organisational and political structure

The Police service is currently managed nationally through a tri-partite arrangement between the Home Office, the Chief Constables of each force and Police and Crime Commissioners.

Locally the police service is delivered by Thames Valley Police and is overseen by the Police and Crime Commissioner (PCC) for Thames Valley. The actions, decisions and performance of the PCC are in turn scrutinised by an independent Police and Crime Panel. There are strong links at a strategic level between the Force and PCC, and both headquarters functions are currently based in Kidlington.

All Force activity falls under the direction of the Chief Constable's Management Team. Legal ownership of the property portfolio is vested in the Police & Crime Commissioner and this extends to being the legally responsible party/signatory for all leases and licences. The responsibility for the management of all aspects of the TVP estate on behalf of both the Chief Constable and the PCC lies with the Force's Property Services Department operating within the portfolio of the Deputy Chief Constable.

2.5 Key External and Internal Issues with Property Implications

At any given time there will be a number of issues, nationally and locally, internally and externally, that can influence the provision, use and management of property assets. Examples of current issues include:

- **Police numbers and public spending cuts** – the need to reduce non staff costs, rationalise the estate and maximise space efficiency remain key priorities
- **Localism Act** - the increasing influence of local communities on planning issues and the potential right to request a property transfer or the right for communities to bid for disposal sites
- **State of the economy** – can influence disposal and acquisition of property
- Increased **property performance** awareness through benchmarking and independent data sets such as HMIC and CIPFA
- **Housing and population growth** requiring additional long term capacity within the estate, and other assets such as vehicles, mobile ICT, equipment and ANPR
- **Stakeholder expectations** for property provision (e.g. accessibility to services and co-location balanced against the need to rationalise the estate to save money)
- Increased national emphasis on **collaboration** in service delivery and asset management, including the One Public Estate initiative
- National **sustainability agenda** and Carbon Reduction Commitment (CRC) charge liability, with its emphasis on reducing carbon emissions

2.6 Financial Context

In order to assist in planning for the delivery of Policing Services, the Force prepares both annual budgets for the coming financial year, and medium term financial forecasts for up to 4 years, for both capital and revenue budgets.

The budgets are developed with a number of key principles and objectives in mind. These are laid out in the PCC's Police and Crime Plan and the Force Commitment, and ensure

that the resources available to the Force are targeted towards priority service areas and ensure the delivery of the Force's strategic objectives.

Over the last 5 years, up to March 2016, the Home Office has reduced the PCC's annual revenue base budget by £71.7m. This has been managed by the Force and PCC through Productivity Strategy Savings Plans. These have included numerous reviews and strategic evaluations over the last CSR period to reshape the service, to allow it to meet both current and future demands with significantly less resources.

Although the 2016/17 police grant settlement was more favourable than had been expected, in order to balance the Force revenue budget, £15.612m was been removed from the base budget, with at least a further £20.975m expected to be removed over the following 3 years of the Medium Term Financial Planning period (MTFP), although work is still progressing to finalise these forecasts.

It is therefore essential that the transformational changes, identified in the Productivity Plan, continue to progress in a controlled manner to ensure we continue to meet our Policing Objectives within budget.

One of the key elements to achieving this is the Force strategy towards management and rationalisation of its property estate, under this Asset Management Plan. The AMP is an integral part of the Productivity Plan, expected to release revenue savings over the next 3 years for the Medium Term Financial Plan of £1.898m, or over 9% of the overall Force savings targets. This excludes the recent purchase of Fountain court which releases further savings on rent.

The AMP supports one of the principal challenges facing the Force and PCC, which is to reduce the ongoing running costs of the organisation, while minimising the impact on service delivery and protecting the front line.

3.0 Corporate Aim & Objectives

3.1 PCC Police & Crime Plan & TVP Force Delivery Plan

3.1.1 PCC Strategic Aim and the Force Commitment

“Working together to make our communities safer”

The Force Commitment has 4 principle strands, aligned with the Policing Vision 2025:

1. Keeping people safe and bringing offenders to justice
2. Working together to build stronger, more resilient communities
3. A modern police force which meets the needs of our communities
4. Having a skilled and trusted workforce

3.1.2 TVP Priority Measures - Strategic Objectives

The 7 priorities for the Force, supporting the Commitment and largely reflecting the PCC's Police & Crime Plan priorities, are listed below. They also reflect national priorities and the outcome of local consultation. They focus on how TVP works with partners and communities to achieve the strategic aim:

1. Cut crimes that are of most concern to the community
2. Enhance the presence of the Police within communities and reduce demand
3. Protect our communities from the most serious harm
4. Use effective communication to build confidence in our communities and make best use of technology

5. Develop the capabilities of our people and deliver our services to the highest standard
6. Maximise the outcomes of our resources
7. Build confidence with all our communities and our people through our commitment to equality, diversity and inclusion

Asset management as a service delivery support strand, cross cuts a number of these corporate objectives, particularly 1, 2, 5 and 6.

4.0 Corporate Asset Management

Strategic asset planning requires a robust framework for establishing priorities for action in asset management that most directly support the Force's strategic objectives.

4.1 Asset Management Strategy

The key overarching property strategy reflected in the 2008 Asset Management Strategy remains valid:

To improve the use, efficiency and effectiveness of the portfolio through the application of robust space and asset management policies and practices, and the adoption of a modern working style [now referred to as "smarter ways of working"]

4.2 Assets vision

It is necessary to have a vision for the property asset base, and to align the approach to management of the assets to achieve the vision:

Ensuring the right accommodation is provided in the right place at the right time and at the right cost to support service delivery, and help protect the frontline by focusing on the following criteria:

- **Supporting and improving service delivery** – ensuring the property is kept operational, new requirements are appropriately procured where needed, and to enhance collaboration with partners and accessibility to the public where practical
- **Making more effective use of property** – improving space utilisation, achieving key team adjacencies, introducing agile/Smarter Ways of Working and enhancing environmental performance
- **Ensuring better use of resources** – developing a leaner portfolio that generates revenue savings and capital receipts by challenging property retention, and generating income through increased co-location and developer funding for future planned growth requirements

How successful asset management has been will be judged against these "success" criteria as well as helping deliver the Force Commitment. Where not monitored directly by Key Performance Indicators (Annex 4), these criteria are otherwise generally covered by other asset management activity, and so will be regularly reviewed as a consequence.

4.3 Asset management objectives

For TVP's property portfolio this means the property assets should:

- Be maintained in a reasonable to good condition where practical and affordable

- Be fit or generally fit for purpose so as not to impede service delivery
- Be procured, used and rationalised in the most cost effective way to maximise value for money and reduce environmental impacts
- Contribute to the Force's Productivity Strategy and demonstrate how they support delivery of the Force Commitment and the asset vision.

4.4 Asset management key operating principles

A set of key operating principles help to deliver the asset vision through robust asset management:

1. Over the next few years the size of TVP will continue to reduce further and the need to protect frontline services will increase, therefore there will be an overriding aim to reduce non-staff premises related costs
2. Property is a corporate asset rather than in the "ownership" of any part of the service and a Corporate Landlord approach will be used consistently with defined standards and protocols
3. The Force will identify those strategic sites that are essential to service delivery and fit for purpose, and seek to maximise space utilisation at those locations, thereby enabling the release of other sites for disposal
4. The priority will be to dispose of those premises that do not represent value for money through having relatively high revenue costs, require significant investment for poor return, are not fit for purpose, are operationally surplus to requirements and / or are under utilised
5. The use and provision of property, and asset management activity generally, should contribute towards the Force's commitment to reduce our impact on the environment
6. Opportunities for co-location with partners, whether within TVP or third party premises, should be actively identified and progressed where practical and viable to do so at neighbourhood and other levels
7. Property tenure is not the critical determinant for service delivery. There should be no rigid policy on the extent of ownership and/or leasing of property. Procurement choice will reflect strategic, financial, operational and commercial circumstances, and the need for flexibility
8. Decisions about retention or disposal of property will be subject to a business case review that will include consideration of strategic, operational, financial, and political issues.
9. All use of premises will be assessed against the key components of the Smarter Ways of Working approach (including team adjacency requirements, security standards, working styles) to ensure that space utilisation and agile working opportunities are maximised
10. Decisions around expenditure and investment in property will be made having regard to the content of the AMP and other related strategy documents, such as the Estate Maintenance Strategy and Carbon Management Plan, adopting a whole life assessment approach where appropriate.

A summary of the Force's asset planning framework is included in **Annex 1**.

5.0 The Property Portfolio

5.1 Property categories

Police services are delivered through a range of property types reflecting the structure of current local policing delivery, and force wide operational and business support requirements. They range from informal Neighbourhood Engagement Points (NEPs) through traditional police stations to Force headquarters, with a range of specialist facilities in addition to standard office type accommodation. A strategy for each category is highlighted in Annex 5.

5.2 Size and nature of the portfolio (Annex 2)

TVP's **operational portfolio** including headquarters and support facilities, but excluding covert facilities, currently comprises 120 sites with over 250 buildings totalling 134,405 sqm gross floor area, and with an asset value as at 31 March 2016 of £175m in existing use. In addition to the operational buildings, TVP has 7 stand alone communication mast sites.

The portfolio is changing, with an expanded disposal programme continuing over the next 4 years, with some more modern replacement facilities in hand and planned, and some significant refurbishment projects underway and planned at any given time. The number of sites has reduced by 70 since 2010, with a net floor area reduction of 12,648 sqm, 50% of which has been achieved since April 2014.

TVP has a remaining **residential portfolio** of 42 houses and 25 single quarters' units as set out in the table in Annex 2. The wholly owned residential estate is valued as at 31 March 2016 at £21.7m, with any integral residential element of operational premises included in the operational asset value.

The residential portfolio has been reduced by 97 properties since 2007 (18 since April, 2014) with properties being sold on the open market when they become surplus to requirements. The residential disposal programme is currently projected to 2019/20, but is an ongoing process anticipated to be substantially completed by 2024. It is difficult to predict exactly when houses will become available for sale as this is mainly dictated by Police Officer retirements.

5.3 Cost in Use

In 2016/17 the total revenue property budget, excluding reserve funded schemes, is £16.780m, which represents 4.34% of the force net revenue spend. This compares to an equivalent budget, excluding reserve funded items, of £20.45m or 5.2% in 2013/14, a baseline cash reduction of £3.67m excluding the impact of inflation and a reflection of the significant work undertaken by Property Services to rationalise spend and property assets over recent years.

The operational portfolio has, as at August 2016, approximately £50m of identified forward maintenance requirements to 2025/26, based on the current 10 year condition survey information. It is subject to ongoing updating work through a new cycle of rolling programme of condition surveys of approximately 25% of the portfolio annually, and the implications of the disposal programme are reflected. As at 31st March 2016, 74% of the total floor area has had a condition survey undertaken. The Forward Maintenance Requirement is now much more robustly informed by detailed in-house surveys than in previous years.

The revenue expenditure budget on the operational portfolio to 2019/20 is summarised in the following table:

Key Cost Item	2016/17	2017/18	2018/19	2019/20
	£	£	£	£
Repairs & Maintenance	5,252,513	5,533,331	5,167,874	4,958,718
Utilities	3,020,327	2,819,742	2,700,545	2,482,722
Rent and Rates	6,222,939	5,568,070	5,374,522	5,151,829
Cleaning and Domestic Supplies	1,410,918	1,590,310	1,532,051	1,426,657
Other Property Costs	637,532	638,404	670,777	703,150
Property Fees	235,588	256,803	235,588	235,588
Total	16,779,817	16,406,660	15,681,357	14,958,664
Reserve Funded Projects	0	1841605	0	1,160,000
Budget (Inc. inflation for 17/18)	16,779,817	18,248,265	15,681,357	16,118,664

	2017/18	2018/19	2019/20
Productivity Savings included in above:	£	£	£
Premises Cost Savings (Excluding AMP)	-500,000	-500,000	-500,000
Carbon Management Savings	-50,000	-50,000	
AMP Revenue Savings	-1,329,088	-178,920	-222,693
Total Budget Savings	-1,879,088	-728,920	-722,693

Note: The figures reflect the gross TVP budgeted premises spend including collaboration and grant funded services as identified at July 2016. The large saving on Rents is the impact of the purchase of Fountain Court but some savings are offset by higher Business Rates costs following the 2017 revaluation.

The Force annually submits data for benchmarking purposes to the Police National Estate Benchmarking System. Section 5.7 describes TVP's performance.

Parts of the portfolio generate income, for instance from commercial telecommunication operators utilising our communication masts or tall buildings in some locations. The total gross income from telecommunication operators on 14 facilities is currently around £343,000 per annum, although this is expected to increase to approx. £380,000 pa.

The desire to increase co-location of partners on TVP sites will assist in offsetting some property revenue costs in the future, although these will be relatively modest in the context of the whole estate.

5.4 Property Ownership

Approximately 88% of the Force's operational portfolio floor area is now held freehold. This compares with 72% in 2010, 77% in 2012 and 82% in 2014. 12% of the floor area is held on leases, PFI or other tenancy agreements. The national police average is approximately 79% freehold/owned and 21% leased. Our data therefore shows an increasing shift by TVP more towards an owned estate with a reduction in leased premises, achieved through estate rationalisation and acquiring freeholds in some of our larger previously leased HQ buildings. As highlighted in section 4.4 above, there is no rigid policy on the extent of property owned or leased, with procurement of any new property being based on the consideration of a range of factors and site specific circumstances.

With the drive to reduce revenue costs, where possible the estate rationalisation programme is seeking to surrender commercially held leases, and purchase freeholds of currently leased accommodation where there is a definite long term retention plan. Where replacement facilities are pursued, the preference is for ownership where practical. It can be expected that the relative proportion of owned to leased accommodation will therefore continue to increase over the next 5 years, although the national position can be expected to reflect a similar trend.

5.5 Fitness for purpose and space utilisation

5.5.1 Fitness for purpose

Of all remaining sites (excl car parking areas and land) now assessed, 99% of the portfolio floor area is objectively rated either fit for purpose (80%) or generally fit for purpose (19%). This is considered a good rating for the portfolio.

3 sites are rated “unfit for purpose” – Gerrards Cross Police Station, North Oxford Police Office and Tilehurst Police Office, all of which are identified disposal sites.

5.5.2 Space use & utilisation

The need to improve use and utilisation of the portfolio is the key strategic direction of TVP’s future asset management, as stated in the 2008 Asset Management Strategy. Key outputs from the analysis of all 127 sites for which there is detailed space data are:

- Office space still accounts for 30% of total gross internal floor area reflecting a range of factors associated with policing such as specialist buildings, training facilities, and the nature of operational police sites requiring a range of support facilities such as custody, storage, briefing and incident rooms etc
- The usable floor area per workstation within all office areas is now 5.99 sqm across over 6,400 workstations (6.43 sqm in 2014, 6.76 sqm in 2012, and 7.30 sqm in 2010) which compares with the recommended long term target of 6 sqm set in 2008. It is unlikely this will be significantly improved upon as the implementation of Smarter Ways of Working necessitates the provision of adequate ancillary support spaces, which might affect the amount and use of core work/desk space.
- Although the data on “any one time” staff occupancy allowing for shift patterns is not yet robust, from what is established, overall, there appears to be more than one desk per any one time staff headcount, allowing for shift patterns, against a 2010 target of no worse than 8 desks to 10 staff. The overall desk sharing ratio is expected to reduce to 7:10 or less once the Smarter Ways of Working programme is fully implemented.

These findings reinforce the TVP strategic emphasis on the need to improve utilisation of property, by identifying opportunities to increase the proportion of office space in core buildings where possible, reduce the space per workstation and number of vacant workstations, and increasing desk sharing through implementing agile working. Keeping occupancy data up to date is a challenge facing any large organisation.

Further and ongoing analysis will be undertaken on space data, as this provides important information for applying workplace strategy at a site specific level through space planning.

5.6 Co-location with partners & collaboration with other forces

5.6.1 Co-location

It is a key asset management principle (see section 4.4) to seek to increase the extent of co-location with partners. Collaborative asset management dialogues have been underway with most public sector partners since 2010 seeking to identify any opportunities to make better use of the public estate.

Partner premises usually represent good value for money, they can enable site disposals, there are operational benefits in co-location with the right partners and co-location is attractive politically. Greater use of TVP premises by appropriate partners would facilitate better use of our premises, bring operational benefits from team adjacencies, potentially offset running costs/generate an income. However they are more challenging to deliver because of security/access restrictions and increasingly greater pressure on space at the core sites in order to accommodate TVP staff from disposal sites, new operational requirements or as a result of organisational restructuring.

The table below highlights the current position as at April 2016 (see **Annex 3**):

Co-location	Oxon	Berks	Bucks	Total	<i>2014</i>	<i>2012</i>	<i>2010</i>	<i>2008</i>
TVP in Partner sites	12	17	8	37	39	40	31	17
Partners in TVP sites	8	5	7	20	16	16	7	4
Total	20	22	15	57	55	56	38	21
Current projects in development	4	11	6	21	17	19		

There are therefore 57 achieved co-locations as at April 2016, 21 more being progressed or considered. Most of those are aligned to current and future disposal/replacement projects. Co-location projects however have continued to prove to be very resource demanding, are often challenging to deliver and as a result, a long lead in time is needed. The emerging One Public Estate programme is however starting to change this, and the MoU entered into with all 3 Fire Services across Thames Valley in late 2014, has proven very constructive.

The collaborative focus to date across the public sector within Thames Valley has been on identifying and progressing “quick wins”. However, significant potential major collaboration projects have been identified around the replacement of Reading and Windsor police stations, as envisaged by the national “One Public Estate” initiative which is progressing in Berkshire, and being considered elsewhere.

5.6.3 Collaboration with other forces

Where operational collaboration opportunities are identified, it is the intention that this Asset Management Plan will support them, for instance with joint provision of any specialist units within Thames Valley. Operational collaborative arrangements so far have not yet had any significant accommodation impact, although have increased occupancy at regional covert hub sites in our and another force area, with the potential for a significant consolidation project in the future. Hampshire Constabulary is now utilising part of the Force’s REC archive facility.

5.7 Performance Management

5.7.1 National Police Estate Benchmarking System

TVP continues to actively participate in the national system. TVP's overall performance nationally is that it is in the upper quartile on total property cost and mid-range on space standards per staff FTE. At a more detailed level, TVP is relatively lower on certain costs (eg security and cleaning) but higher on others (eg maintenance, although these costs have reduced). Direct comparisons with other forces while of interest, are still not entirely reliable in any event, due to a number of issues such as:

- Buildings less than 35 sqm are excluded so that forces with a high proportion of their estate in this category (eg Hertfordshire and Cumbria) appear relatively better performing
- The quality of cost data is inconsistent between forces (TVP has always been considered to have consistently high quality data). The impact of this on submitted costs is significant, for example by excluding Alterations & Improvement costs, impacting on ranking as forces treat these items differently between capital and revenue budgets.

There is a difference between CIPFA recorded data categories and that used in the national system, although this does not appear to significantly affect the relative ranking between forces in terms of high level indicators.

5.7.2 Internal key performance indicator set

The indicator set of KPI's introduced in 2012 has been reduced from 12 to 10. They support the Asset Vision and in turn the Force's strategic objectives by focussing on 3 main areas – supporting and improving service delivery, making more effective use of property and ensuring better use of resources. The KPIs and outputs are included in **Annex 4**. The key headlines are:

Supporting Service Delivery

- **Delivery of projects** on programme and to budget over 3 years, has improved since 2014 and is still significantly above the national good practice performance level. Only projects above £25,000 have been considered (excluding low value maintenance items), and the improved performance is indicative of a full team complement after a period of under-resourcing and fewer but larger projects
- The number of completed **co-location projects** has stabilised since 2012 but will increase as the disposal programme progresses over the next 3 years with at least 15 co-locations expected to be aligned to disposals
- The implications of **future growth in population** and housing are being effectively monitored, Commanders engaged, and identified future neighbourhood facility requirements substantively recognised. 31 have been identified - a reduction from 40 in 2014 - with 12 of those secured in planning agreements, 18 recognised in planning policy and 1 other requested. All councils are now partially or fully supportive of TVP engagement with the planning process.

Making More Effective Use of Property

- **Space density per staff FTE** (a national benchmark) shows TVP to be mid range compared to other forces. Ongoing space planning and a challenging disposal programme will improve this performance in the medium term. A slight increase is shown from 2012 data, but with an unchanged ranking against other forces. 75% of forces having a higher (worse) space density than TVP
- The portfolios **carbon footprint** reduction target of 30% by 2015 was extremely challenging and following a review in 2014 it has been adjusted to 33% by 2020 from a 2009/10 baseline. While the current reduction of 5% after 5 years is low, for a number of reasons it is expected to significantly improve over the second 5 year period. A range of projects have been delivered and are planned around solar PV panels, voltage optimisation, LED lighting and improving Building Management Systems
- **Space standards and desk utilisation** has improved as we have reduced the size of the estate and increased occupancy of retained sites. The target of 6 sqm per office workstation has been achieved. While there is still scope for further improvement at specific sites, the impact of Smarter Ways of Working may affect the workstation space standard where office space allows, or requires, other facilities for SWoW to be co-located – such as informal breakout space.

Ensuring Better Use of Resources

- **Total Property Cost.** TVP's property portfolio is shown as relatively expensive (upper quartile) compared to most other forces. However there has been a 7.5% reduction in cost per sqm since 2012. There is a challenging disposal programme, and maintenance expenditure is planned to be reduced by £2.5m over 3 years in the Productivity Strategy
- **Generating capital receipts, revenue savings and income** are shown as performing positively with good progress since 2012. The appointment of an in-house Strategic Growth Planner role in 2012 continues to result in a significant increase in developer contributions secured, capitalising on the developmental work done in this area since 2008. TVP is one of the lead forces in this workstream nationally. The disposal programme and continuing activity around securing developer contributions will see cumulative growth in all three elements over the next 4 years, with property revenue savings contributing directly to the Force Productivity Strategy.

6.0 Future Property & Property Services Needs

6.1 Future Service Provision

The vision for future asset management in section 4.2 highlights the role of property in supporting the delivery of an effective community focussed Police service. While there is ongoing modernisation of the police service, and the expectation of new initiatives and change internally and externally, it is only possible to plan in asset terms for what is known or reasonably envisaged, and to ensure a degree of flexibility and responsiveness to future change in both property provision (e.g. capacity building for future growth) and asset management processes (e.g. regular monitoring of issues that may impact on the portfolio) and estate reviews.

6.2 Key issues & their property implications

There are a number of identified internal and external issues and initiatives that are known to or may have a significant property implication in the future. The Force undertakes an annual PESTELO assessment to ensure new issues and possible impacts and key risks are identified, and disseminated as part of the Force's regular strategic assessment process.

6.2.1 External Issues

In a property context these centre primarily around:

- **Police and Crime Bill** - Places a duty on police, fire and ambulance services to work together, and enables Police and Crime Commissioners to take on responsibility for fire and rescue services where a local case is made
- **Policing Vision 2025** – A national vision produced by the Association of PCC's and National Police Chief's Council, that emphasizes the importance of digital technology, greater service integration with partners where necessary, and creation of collaborative multi-agency team hubs
- **National policy & guidance** – new initiatives requiring for example new teams to be set up, greater collaboration between forces and between local public services, and a focus on local governance ("localism"). Updated best practice guidance on asset management
- **National funding climate** – the impact of reducing staff numbers and consequent need for space, and directly affecting the availability of funding for property maintenance and projects
- **National political changes** – may directly or indirectly result in required change impacting on property provision
- **Population & housing growth** – impacting on staff resources, location of functions, new neighbourhood facilities and equipment and the need to create future long term capacity in some core existing buildings and facilities
- **Sustainability agenda** – requiring energy reduction initiatives, consideration of carbon performance of property, robust whole life appraisal processes and strong linkages to wider environmental issues, such as the impact of the vehicle fleet, waste management
- **Market conditions** – impacting on the timing and level of receipts, availability of replacement site/building options and other activity
- **Asset collaboration approach** – the challenging and resource intensive nature of securing co-locations with public sector partners, representing a risk to the delivery and programming of some estate rationalisation/replacement projects. The One Public Estate initiative could result in the need to change our approach to asset management
- **Local authority mergers** – requiring the re-alignment of affected LPA's and potential consequences on property provision, location of functions and possible co-location opportunities
- **Digital policing** – the increasing use of technology to support and enhance service delivery and enable fully connected remote/agile working.

6.2.2 Internal Issues

In a property context these centre around:

- **LPA Operating Model** – a new approach to the provision of local policing, with a greater emphasis on investigation and more integrated team working, while protecting Neighbourhood Policing. Reinforcement of key team

adjacency principles, working environment and provision of adequate support facilities within core buildings

- **Contact Management Strategy** – a review of the modes of public interface/interaction with the Police, with an expected enhanced focus on digital contact channels and collaboration opportunities, particularly with Hampshire Constabulary. This review is ongoing and its outcomes may impact on space utilisation and, the traditional Police station front counter model
- **Collaborative Asset Management** – the extent to which TVP property assets can practically be shared or re-provided jointly with partners in the future to enhance value for money and local joined up service delivery (the “One Public Estate” initiative & potential integration of “blue light” services)
- **Portfolio performance** – the continuing review of outputs from the fitness for purpose, space utilisation and retention/value for money assessments, and portfolio benchmarking performance indicators highlighting specific areas of under-performance/high cost, for ongoing focus. This will require robust prioritisation of investment/expenditure to balance the need for some improvements, and maintaining the portfolio in an operational state with significant forward maintenance requirements but within the constraint of a significantly reduced maintenance budget
- **Smarter Ways of Working** – with enabling ICT projects progressing, it is envisaged that an agile working strategy will continue to be implemented incrementally which will support a substantially enhanced use of a smaller property portfolio over time. The Force has looked to implement a workplace strategy since 2009, where practical to do so at a localised/project level, which has largely been opportunity driven. The lack of enabling ICT has prevented a holistic application of agile working principles, but that has now changed. The Force acknowledges that a change in culture and effective change management approach is necessary in order to implement a more wide ranging/transformational working style change
- **Business Support (ERP) review** – the extent to which this may impact on the need for space, mainly at HQ sites, will be monitored

To ensure future changes are highlighted, and their implications understood, it is essential that effective and regular communication of key messages takes place internally and externally, so that property is provided and used effectively and managed to achieve value for money. TVP’s approach to asset management achieves this to a good extent, but it is recognised that there is scope for improvement, as processes are refined, increasingly more reliable data is utilised and more effective communication strategies are developed

6.3 Gap analysis

To deliver its services and corporate objectives, TVP aims to have the right people in the right place at the right time. Property is required to support that service delivery ethos providing property solutions if, where and when required.

In summary, the results of the fitness for purpose, Property Retention Challenge and space utilisation assessments, consideration of which properties can and should be disposed of, and feedback from Command units and Departments does not indicate any fundamental gap in property provision, both currently, and reflecting the planned disposal programme. Based on how TVP currently delivers its service, and with the wider introduction of mobile ICT technology, the portfolio is, and will generally be capable of fulfilling TVP’s operational service requirements in terms of what is held, and where it is.

The implications of future population growth in some areas represents a significant risk locally unless new facilities, future capacity in core buildings and staff resources are provided, aligned with growth.

There were some properties identified as requiring replacement (for example where functionally obsolescent) but these have now been addressed. There are a significant number of properties to be disposed of (with or without a smaller replacement) and others that require further investigation (for example, potential future disposal sites, and sites that need to be better utilised) which may lead to upgrade/adaptations or disposal with or without re-provision. Broadly however, there is currently no imperative service requirement for fundamental change. The key driver organisationally for change is to reduce the size and cost of the portfolio to support the Forces Productivity Strategy.

A more detailed gap analysis has considered the state of the existing asset base, demand for assets and the extent the property services function may require enhancement:

6.3.1 Existing asset supply - Property Retention Challenge (PRC) Assessment

An objective assessment of all sites has been undertaken to provide an indicator of its site's retention rationale or indicative value for money. The PRC assessment covers 34 criteria over 6 categories:

- Service delivery
- Fitness for purpose
- Space utilisation
- Asset management issues
- Financial performance
- Environmental performance

This is a useful objective indicator to inform both strategic planning and normal estate management activity. The outputs for the 147 sites assessed in 2014 are summarised in the table below:

PRC Outcome	Good	Satisfactory	Poor	Total
Total Sites	54	52	14	120
% of Total	45%	43%	12%	100%

Of the 14 properties assessed as poor, 12 are identified for disposal and 2 for potential disposal. Of the 52 properties in the "satisfactory" category, 30 are either disposal or potential disposals.

In summary, the portfolio generally performs well in supporting service delivery, with very few sites requiring essential (as opposed to desirable) replacement, or significant change or investment not already identified or planned for. Very few of TVP's properties are therefore currently identified for disposal as a result of poor performance or corporate and functional re-structuring. What may seem to be reasonably well performing buildings still have the potential to be re-provided in a much more cost effective way, exploiting high site values, collaboration and lease break/expiry opportunities to release capital receipts, revenue savings, and improve utilisation of core retained sites by relocating functions not requiring a local presence.

6.3.2 Asset demand and the need for change

Organisational demand for accommodation has been reviewed during 2015. The need for estate change in the short to medium term is driven predominantly by:

- Organisational change in service delivery structures the requirements for operational team adjacencies, reduction in staff numbers, enhancement of some functions (eg CSE) and creation of shared service hub teams

- Asset Management driven activity around improving space utilisation particularly on large sites through space planning, and further development of the disposal programme to reduce estate size and cost
- Future population and housing growth in the medium to long term

(a) Current/short term operational requirements

There are no fundamental requirements envisaged in the short term for essential future change or significant new service delivery provision from Command Units and departments, beyond some localised change within the existing estate arising from consolidation/restructuring strategies supporting the Productivity Strategy, the Local Policing operating model, focussed expansion (eg CSE), achieving required team adjacencies or short term special operational team needs. In the medium to long term, some areas experiencing significant growth and/or regeneration plans may result in the need for a significant re-provision of some existing police facilities.

(b) Asset Management Opportunities Programme

There is already a significant programme of site disposals and surrender of leases, with or without replacements, and it has now been expanded (considered further in section 6.6 and annex 6), together with an ongoing programme of space reviews of each large site driven by the need to improve space utilisation and enable disposal of sites and consequential relocation of staff from satellite sites.

The disposal programme reflects opportunities arising from lease expiries or break clauses, and the potential to “downsize” the Police presence in an area by replacing often oversized and under-utilised buildings with a smaller more fit for purpose, lower cost replacement to accommodate typically only locally facing teams, and an appropriate public interface.

A dialogue with other public sector estates teams across the Force since 2010 has generated a number of “quick win” co-location projects at various stages (with at least a further 21 potential projects). This activity facilitates the Force’s disposal programme, all of which gives rise to the need for change – both physical and cultural - within the estate.

(c) Future population and housing growth

A key future impact, already being felt now in some locations, is that of planned housing and population growth, with areas of significant new development and regeneration, and with many existing areas changing in character. A number of Councils are currently reviewing their future housing requirement, and there remains a concerted push by Central Government to deliver significant new housing growth in the UK. Most recent projections have identified that in total (between 2011 and 2031) a total of 261,000 new homes are needed across the Thames Valley area. This equates to approximately 13,000 houses every year. Similarly, most recent population projections have identified that the population increase by 2031 will be in the region of 260,000, a 14% increase

This represents the most important potential “gap” in future property provision, both in terms of where property is and is needed, and the availability of sufficient capacity to accommodate additional staff and vehicles in the long term. The Force’s inability to police an expanded Thames Valley is real risk.

The scale of growth will generate pressure points around the force where new or adapted accommodation will be required, whether to support neighbourhood teams

and/or other support functions, both within and outside affected LPA's. Better use of accommodation across the whole portfolio, together with other changes such as greater use of remote working technology, should release some capacity to allow a more efficient and strategic disposition of teams and functions, prioritising any local additional capacity for local policing needs arising from growth.

31 new growth related facilities have been identified across the Force area and reflected in the outputs of the LPA estate strategies. In some areas the full implications of growth – scale and location – are still unclear, so requirements may change. 18 of these facilities have been recognised in emerging planning policy with a further 12 secured in S106 Agreements linked to new development. All growth related requirements are presumed to be capital funded through developer contributions, and both the requirements and expected cost are being identified to Local Planning Authorities for inclusion in long term infrastructure planning documents and Community Infrastructure Levy (CIL) charging schedules.

CIL will eventually replace the current mechanism for securing developer contributions (S106 Agreements). 6 Councils across the Force area have so far formally adopted CIL, but TVP has secured recognition for CIL funding and our requirements from all of these. The cumulative requirement total (at 31st March 2016) amounts to £4.8m, an increase from £2.2m in 2014. The precise mechanism and timescale for accessing this funding is still to be determined. Property Services are continuing to pursue recognition in CIL with all other Councils that are undertaking this process, and are making good progress with all Councils that have produced any documentation, recognising our requests.

6.3.3 Asset management policies and processes

There are not considered to be any fundamental gaps in TVP current asset management processes and procedures, although it is recognised there is always the potential for improving existing capability and approaches as best practice is developed nationally. A Police Authority commissioned internal audit by Deloitte in 2011/12 indicated there is majority assurance that the system of internal controls that are in place are adequate and effective, and are appropriately monitored within the risk areas reviewed.

A significant amount of activity has been undertaken over the last 7 years to improve key aspects of asset management within TVP, which is considered generally fit for purpose. The key focus areas for future asset management activity and improvements are reflected in the Departmental Delivery Plan and the AMP Implementation Plan (**Annex 9**) but include:

- implementing the AMOP disposal programme and the contribution of the estate to the Force's Productivity Strategy
- progressing deliverable collaboration opportunities
- monitoring the impacts of growth and seeking mitigation through the planning system
- embedding the challenge of use, utilisation and retention of property
- to improve space utilisation on sites
- identifying and progressing Smarter Ways of Working projects and critically reviewing completed projects
- improving corporate and departmental activity in environmental matters
- embedding estate performance monitoring

6.4 Strategic approach to property asset categories

The current broad strategy for each of the principle asset categories/functions is set out in **Annex 5**. In view of there being no fundamental gap in current property provision in supporting service delivery, and the intention to implement an enhanced disposal programme over the next 4 years, the primary strategic direction of travel adopted in the 2008 Asset Management Strategy (AMS) remains - to improve use and utilisation of the portfolio. In the current context of rationalising and reducing the cost of the portfolio, this is applicable to the retained estate after the implementation of the AMOP disposal programme, achieving a balance of reduction in estate size, retaining property “footprints” where they are justified, and mitigating the impacts of significant future population growth.

While the 2008 AMS also considered the need for creating significant growth capacity in the long term, the current uncertainty around projecting staff growth in the short to medium term (3-5 years) makes assessing robust future space capacity requirements difficult. A degree of future proofing within core retained sites will be presumed in space planning where needed, supplemented by the identified new neighbourhood facilities required, and enhancements in remote working ICT technology and local policing operating model. It is not however envisaged that there needs to be a proportionate growth in the estate to address projected population growth.

There are specific property priorities identified with funding implications in section 6.7 (and Annex 8) below, and a retention indicator is provided for each property with identified activity in **Annex 7**.

6.5 Asset Management Opportunities Disposal Programme

There are 52 non-residential disposals identified within the Operational estate, reflected in the 4 year disposal programme in **Annex 6**. Property Services report regularly to the Strategic Estates Group and Force Transformation Board on progress with identifying and delivering asset management “opportunities” to support the contribution property can make to the Forces Productivity Strategy. The opportunities centre around surrendering of leased properties and disposal of freehold sites, collaboration activity and progress with securing recognition within the planning system for future growth facilities.

In terms of estate rationalisation prioritisation, the key approach has been to:

- Challenge lease retention. Low cost Neighbourhood Policing offices presumed to be retained if well used, others if there is a sound operational case & no cheaper alternative, with proactive action to reduce revenue costs where possible. Preference for use of low cost partner space, avoiding commercial leases for replacement options where practical. Expensive offices are presumed to be disposed of in favour on no or low cost replacements where justified
- Sell freeholds for valuable alternative use (with low cost replacement off site where practical)
- Backfill surplus space in core sites with TVP users and then public sector partners, although it is difficult to achieve the latter in reality. Pursue co-location options in partner premises
- Purchase and refurbish private sector freeholds – eg industrial or office premises where practical as a replacement operational team base
- Provide new build replacements on high value freehold disposal sites, provided by the purchaser/developer, where no cheaper or suitable alternative is available. However smaller replacement facilities should enable the release of the majority of the site ownership for disposal
- Purchase new or new build off site only where there is no other option and where affordable – ie significantly smaller replacements with a lower revenue cost.

The residential disposal programme capital receipt is projected at £3.82m in 2016/17, £0.92m 2017/18, £1.58m in 2018/19 and £1.08m in 2019/20, although it is difficult to accurately predict when houses will become available for sale.

The overall disposal programme covering the period 2016 to 2020 and including house sales, shows a projected net capital receipt of approximately £27m and a revenue saving of approximately £1.7m. The projected revenue cost saving reflects the average of 3 full years building revenue costs less expected replacement revenue costs.

£2.7m revenue cost saving and £19m net capital receipt has already been generated from 71 disposals between 2010 and 2016, across both the operational and residential portfolios. This includes the acquisitions of the freeholds of Meadow House and Kingfisher Court (HQ North site) that were previously leased. Where sites are to be replaced, the procurement and timing of these is often beyond TVP direct influence, and some disposal delivery dates will change, being brought forward or delayed.

Additional savings have been made in other ways, such as through reducing maintenance and improvements undertaken, reviewing servicing contract requirements, the PFI contract terms, fee budgets and from contract re-tendering.

The implications of implementing **Smarter Ways of Working** on estate rationalisation will need to be considered robustly as the detail continues to be developed, and pilots rolled out. While theoretically it will be possible to reduce the current number of workstations significantly, and desk sharing has to support the current disposal programme, the reality of delivering cost effective/viable estate rationalisation through adopting agile working principles across the whole estate is less obvious, and the implications on retained core buildings need to be understood. Office space represents only around 30% of our total gross floor area, and support facilities will still be required for staff.

For example, it will not be cost effective in most cases to open up currently cellular floor layouts across whole buildings, and replacing some large well utilised buildings may not be financially beneficial/affordable. However, implementing agile working is very important both from an organisational and staff perspective. It is more likely to be practical at the large HQ/support sites for back office functions, and requiring a more challenging approach across operational sites with more cellular layouts, and a range of very different team functions some with specific security requirements.

6.6 Key priorities overview

A number of projects are already underway and others either planned, at feasibility stage or identified as required activity in the future. Those projects that have a significant financial implication (greater than £200,000) are listed in **Annex 8** with project and funding status and timescale. Most are envisaged to be implemented within 3 years and the majority are reflected in current or developing funding programmes. All contribute towards the delivery of the Force Commitment, strategic objectives and asset vision.

6.7 Resourcing

6.7.1 Funding

The property priorities highlighted in Annex 8 represent a significant funding demand on the capital and revenue budgets and reserves, in addition to the core maintenance programme and other mainstream property funding requirements. The disposal programme outlined in Annex 6 demonstrates a projected net reduction in revenue costs. It also projects a significant net capital receipt associated with that programme of approximately £27m between 2016 and 2020, reflecting some large station replacements and including house sales.

Many larger retained sites will require investment and adaptation to improve building longevity and space utilisation as use of retained stations intensifies. New ICT infrastructure is needed to continue to support service delivery, and enable a transformational change in working practices, reducing staff reliance on accommodation by providing flexible alternatives, and maximising the use of what space is retained – the “smarter ways of working” initiative.

Financial environment and Revenue Budget

The overall financial environment still remains challenging, both in the private and public sectors. Growth in the public sector has slowed and is currently lower than previously forecast, with slow global economic growth dampening our own. In addition the pressures that underlined the Governments position on austerity measures in the public sector have not receded and signs of improvement still remain some way off. The withdrawal from the EU is also creating uncertainty.

The overall economic picture will influence the Force both in cost base, in terms of the resources we consume, and also in the funding available to the Force via both Grant and Council Tax.

Due to the uncertainties associated with future funding, the Force has to make assumptions to assist with future planning. Variations within these assumptions can and do have a significant impact on the funding available to the Force. One of the key uncertainties currently being faced for future years is the introduction of the new police funding formula, which will determine how overall police funding is shared amongst forces.

Capital Programme

The Force prepares detailed 4 year capital budgets (including reference to future years). The 4 year capital programme supports the core infrastructure of the organisation by supplying investment in long term assets. These principally extend to estate, ICT, vehicles and substantial items of long term equipment. The current published 4 year capital programme covering 2016/17 through to 2019/20 is £69m, which includes just over £29m of estates work, £18m of which is linked to AMP schemes. £35m of funding to support the overall capital programme is linked to capital receipts associated with AMP plans. The capital budget is supported by a limited and reducing Police capital funding grant of circa £1.73m annually.

The capital programme is expected to utilise all of its grant reserves by the end of 2019/20, at which time capital investment will be limited to that which can be supported by capital grant, capital receipts from the sale of estate assets, the use of general or earmarked revenue reserves, or borrowing.

PCC Reserves: Improvement and Performance Reserve (I & P Reserve)

This reserve is identified to be used to help fund one-off initiatives. This could be “invest to save” opportunities, capital investment or large maintenance projects that improve estate/building performance and financial efficiency. This reserve is expected to heavily support the current 3 year capital and revenue budgets, and at the time the current budget was approved was expected to be £4.43m (max) at the end of 2019/20. This reserve is likely to be called upon further to support non-estate projects where Innovation Fund grant has been applied for on a part funded basis – but where the projects are currently not catered for within either the capital or revenue programmes. Therefore the anticipated available I & P reserve funding is likely to decrease further.

Invest to Save

There is scope to invest in specific estate projects that are expected to result in revenue savings, either in the short, medium or long term. This could be through the use of I & P reserves, or if the business case is strong enough, through borrowing. Borrowing is relatively cheap at the present time due to low interest rates, however it is not normally a preferred option compared to the use of reserves, as an increased revenue cost (or reduced estate saving) is normally associated with it. It could however be a preferred option, where the cost of borrowing is outweighed by the benefits of, for example, reduced or eradicated lease rents.

6.7.2 Staff

The current structure and staffing reflecting recruitment in hand of Property Services, (including all Facilities staff) and procurement of external property services is fundamentally fit for purpose, with an ongoing process of enhancing specific internal capabilities and skills through training (eg business continuity planning, health & safety, space planning and BIM), and ensuring value for money from external contractors and framework consultancy contracts. An assessment or “health check” by CIPFA of the capabilities of Property Services was undertaken in 2014/15 and 2015/16 to identify any areas where service delivery and value for money enhancements can be made.

The ability of the department to resource the challenging work programme commitments over the next 4 years will be the subject of periodic review, with changes reflected in a subsequent iteration of this Asset Management Plan. An ongoing risk since 2012 has been in achieving and maintaining the required resourcing level, particularly within the Capital Schemes and Maintenance teams where there has been a history of churn and resulting difficulties in finding replacement staff with required skills and experience. The resourcing position of other support departments, such as ICT and procurement, can and does also have an impact on delivery of estate activity and work streams.

6.7.3 ICT

A key impact on asset management activity and achieving a “transformational” change in working practices is the availability of new technology. The ability to desk share is a key element of the workplace strategy (“Smarter Ways of Working”) to achieve better utilisation of accommodation, and to achieve the efficiency and effectiveness benefits highlighted. The increasing availability of mobile technology for operational staff allows greater flexibility to operate from reduced floor space.

In 2016/17 ICT will complete the desktop upgrade to Windows 8.1 which further enhances the mobile user experience and brings a common look and feel between desktop and mobile devices to make it easier for staff to work across different devices. Windows 8.1 Smartphones are being rolled out as a replacement for force Blackberry devices during 2016. ICT continues to explore additional technologies that could enhance access to information for mobile workers, such as access to a shared electronic document and records management system. Mobile access to information is also enhanced by the availability of an approved vehicle Wi-Fi hub, and building Wi-Fi is being enhanced or expanded to meet growing business needs. Innovation into other technologies is being explored through pilots, trials and proof of concepts.

6.7.4 Vehicles

The Force approach to provision of fleet vehicles (type, quantity and allocation), and how response teams are to be located to optimise resource deployment, does impact on the suitability and capacity of property and sites.

To date there has not been a significant property issue arising from fleet vehicle use/parking on sites, although the increased use of hire cars does affect some sites. A key issue is the need for robust parking management processes at a site level with an increasing number of staff consolidating onto core retained sites, increasing pressure on limited non operational parking facilities. The Force is not obliged to provide parking for most staff cars, and a Force Travel Strategy and site travel plan template was developed during 2011/12.

In-vehicle ICT is being introduced in some vehicles which will assist in providing workplace flexibility at an LPA level where operational premises are being reduced in size, surrendered or occupancy increased.

A Chiltern Transport Consortium (CTC) project is underway to install telematics systems into all the Thames Valley Police marked response vehicles, which is projected to deliver significant savings in fuel/carbon emissions, service/maintenance costs and collision damage. It is also providing valuable data which will potentially lead to more effective deployment of the Northamptonshire Police fleet. It is expected that similar benefits will be experienced by Thames Valley Police, enabling fleet vehicle size and deployment across the force area, to be optimised according to the number and location of available sites.

7.0 **Implementation Plans & Programmes**

7.1 Implementation Plan

With the increased emphasis nationally, as reflected in the TVP force Commitment and Priority Measures, on improving service performance and use of resources, reducing budgets and achieving value for money, it is appropriate that the performance of the TVP portfolio, and that of the asset management activities undertaken by Property Services, be regularly reviewed and enhanced where needed.

This improvement mainly centres around the processes and procedures that should be implemented to ensure property is fully recognised as a strategic resource and integrated with wider strategic and service planning; that fundamental property intelligence and project programming is accurate and up to date; that a robust methodology to challenge property use, retention, expenditure and performance is applied routinely; and that the activities and performance of Property Services becomes more transparent.

The key activity planned over the next 2 years is tabulated within **Annex 9**, together with an expected outcome, indicative timescale for implementation, staff resource implications and link to strategic objectives. All these recommendations will help facilitate the achievement of the vision for assets and asset management, and more fully integrate property asset planning into corporate and service planning.

7.2 Supporting capital & revenue programmes

As already highlighted, when considering capital and revenue funding, a key issue is the impact of the significant revenue shortfall facing the Force over the next few years.

It is therefore difficult to show supporting funding programmes with any degree of certainty. There is the need to monitor and challenge property expenditure, with clear

business cases and benefits realisation identified. The key to significant savings and capital receipts is to reduce floor space, but to do so will require investment in adapting existing buildings to increase capacity or replacing existing buildings with smaller modern facilities. This will require appropriate funding prioritisation in competition with other operational and non operational demands on reduced funding. Each case will be considered on its merits and option appraisals will be generated from the outcomes of the completed area property strategies.

It is however envisaged that the identified disposal programme will provide a significant net contribution in terms of capital receipts and revenue savings.

**Thames Valley Police Strategic Aim:
(PCC & Force Commitment)**
Working together to make our communities safer

Annex 1

**Thames Valley Police
Asset Planning Framework**

Supporting delivery of a better Police service across Thames Valley

Thames Valley Police Priorities/Strategic Objectives:

1. Cut crimes that are of most concern to the community
2. Enhance the presence of the Police in communities
3. Protect our communities from the most serious harm
4. Use effective communication to build confidence
5. Develop the capability of our people
6. Maximise outcomes from our resources
7. Build confidence with all our communities and our people

Asset Management Strategy:

To improve the use, efficiency and effectiveness of the portfolio through the application of a Corporate Landlord asset management approach and adoption of Smarter Ways of Working

Asset Vision:

Ensuring the right accommodation is provided in the right place and the right time and at the right cost

Asset Management Key Operating Principles (abridged):

1. There will be an overriding aim to reduce premises related costs to protect the frontline
2. Property is a corporate asset & a Corporate Landlord approach will be used consistently
3. Space utilisation at retained sites will be maximised to enabling the disposal of other sites
4. Premises that do not represent value for money will be disposed of
5. The use, provision and management of property should reduce our impact on the environment
6. Opportunities for co-location with partners should be actively progressed where practical & viable to do so
7. There should be no rigid policy on the extent of ownership or leasing of property
8. Decisions about retention or disposal of property will be subject to an appropriate business case review
9. Use of premises will be assessed against the key components of the Force's workplace strategy
10. Expenditure on property will be within the context of the AMP and other related strategy documents and adopt a whole life assessment approach

Adding Value 2010 to 2020:

- Disposal programme generating at least £30m net receipts & net annual revenue saving of at least £3m pa
- Reducing the estate floor area by at least 20% (approx 28,000 sqm)
- Reducing overall portfolio revenue cost by at least 15% (approx £3.5m)
- At least a 33% reduction in energy consumption & Co2 emissions
- Maximising legally binding developer contributions & recognition of all required future growth facilities (31 @2016) & equipment so far as possible

**What Property Services are responsible for:
(@Oct 2016)**

- 120 operational sites totalling approx 134,400 sqm
- 42 houses & 25 single quarters units in police stations
- 7 radio masts and approx £340,000 income from telecom operators for mast and rooftop installations
- £17m approx annual estate cost in use with a forward planned maintenance assessed need of approx £50m to 2026
- 3 year capital programme of c£37m (to March 2020)

Measuring Success:

Supporting and improving service delivery

- Ensuring property is kept operational
- New requirements & projects are appropriately procured & managed
- Enhance collaboration with partners and accessibility to the public

Making more effective use of property

- Improving space utilisation & achieving key functional team adjacencies
- Implementing Smarter Ways of Working
- Enhancing environmental performance

Ensuring better use of resources

- Reducing the gross floor area of the portfolio
- Generating net capital receipts and reducing revenue costs
- Generating income from third parties

What Property Services will do 2016-20:

- Robustly apply the asset management operating principles
- Continue to ensure that property achieves a high profile within TVP
- Effectively communicate property plans
- Implement the agreed capital & revenue budget & disposal programmes
- Challenge & improve estate performance
- Promote sustainability & deliver a programme of carbon reduction initiatives across retained sites
- Assess and challenge future growth requirements arising from more population & housing
- Embed & expand collaborative property solutions through partner engagement
- Ensure sufficient resources are available to deliver the agreed work programmes & activity

Table 1: Overview of Operational Sites
(@ 1/10/16)

Building Type		No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Sites %	SQM%
Site		7	£0	0.00%	0	5.83%	0.00%
FHQ	Force Headquarters	4	£16,710,600	9.51%	15,433	3.33%	11.48%
L1	L1 - LPA/BCU HQs	6	£27,505,800	15.65%	28,667	5.00%	21.33%
L1C	LPA/BCU HQs with Custody spaces	8	£66,296,860	37.73%	36,546	6.67%	27.19%
L1CP	LPA/BCU HQs with Custody spaces – PFI building	1	£11,442,700	6.51%	4,431	0.83%	3.30%
L2	Operational Stations	29	£15,514,670	8.83%	16,479	24.17%	12.26%
L3	Neighbourhood Offices	52	£877,200	0.50%	2,356	43.33%	1.75%
L4	Force Support Facilities	6	£32,503,700	18.50%	25,776	5.00%	19.18%
L6	Other specialised sites	7	£4,858,500	2.77%	4,717	5.83%	3.51%
		120	£175,710,030	100.00%	134,405	100.00%	100.00%

Tenure	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Freehold	59	£158,778,930	90.36%	119,310	49.17%	88.77%
Leasehold	61	£16,931,100	9.64%	15,095	50.83%	11.23%
	120	£175,710,030	100.00%	134,405	100.00%	100.00%

	Age	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Freehold	Pre 1920	6	£26,615,100	15.15%	16,277	5.00%	12.11%
	1921 - 1950	4	£7,791,800	4.43%	7,053	3.33%	5.25%
	1951 - 1980	34	£72,303,180	41.15%	60,486	28.33%	45.00%
	1981+	15	£52,068,850	29.63%	35,494	12.50%	26.41%
	n/a	0	£0	0.00%	0	0.00%	0.00%
Leasehold	Pre 1920	5	£0	0.00%	122	4.17%	0.09%
	1921 - 1950	5	£0	0.00%	502	4.17%	0.37%
	1951 - 1980	20	£5,488,400	3.12%	8,643	16.67%	6.43%
	1981+	24	£11,442,700	6.51%	5,828	20.00%	4.34%
	n/a	7	£0	0.00%	0	5.83%	0.00%
		120	£175,710,030	100.00%	134,405	100.00%	100.00%

Asset Value	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Less than £500,000	33	£9,426,570	5.36%	10,537	27.50%	7.84%
£500,001 - £1m	4	£2,741,400	1.56%	2,641	3.33%	1.97%
£1.001m - £3m	8	£17,714,800	10.08%	13,917	6.67%	10.35%
£3m +	15	£139,627,260	79.46%	90,286	12.50%	67.17%
n/a - (Leasehold/Other)	60	£6,200,000	3.53%	17,023	50.00%	12.67%
	120	£175,710,030	100.00%	134,405	100.00%	100.00%

Note: 120 sites and associated values exclude covert properties

Table 2: Summary of residential portfolio

Category Of Accommodation	Number of Properties	Property Value
Family Accommodation Houses		
Stand alone	19	£7,819,000
Linked to operational premises	11	£2,280,000
Vacant surplus	3	£1,598,000
Family Accommodation Total	33	£11,697,000
Single Accommodation		
Units (Rooms) Within Police Stations	25	reflected elsewhere
Stand Alone Houses	3	£1,055,000
Linked To Operational Premises	6	£2,090,000
Single Accommodation Total	9	£3,145,000
Overall Total	42 properties +25 units	£14,842,000

Premises where TVP co-locates with partners @ 1/10/16

Local Policing Area	Town/Village	Host	Floor Area m ²	Function
Bracknell Forest	Binfield	Parish Council	9	Police Office
Bracknell Forest	Easthampstead	Community Association	10	Police Office
Bracknell Forest	Sandhurst	Town Council	11	Police office
Bracknell Forest	Birch Hill	Community Association	10	Police Office
Bracknell Forest	Jennett's Park	Community Association	20	Police Office
Bracknell Forest	Bracknell	Unitary Council	20	MASH (licence)
Slough	Britwell	Parish Council	20	Police Office
Windsor & Maidenhead	Cox Green	Unitary Council	15	Police Office
Windsor & Maidenhead	Datchet	Parish Council	24	Police office
Windsor & Maidenhead	Old Windsor	Parish Council	15	Police Office
Windsor & Maidenhead	Maidenhead	Unitary Council	20	MASH (licence)
West Berkshire	Thatcham	Town Council	10	Police Office
West Berkshire	Newbury	Unitary Council	20	MASH
Reading	Lyon Square	Unitary Council	20	Police Office
Reading	Civic Building	Unitary Council	24	MASH (licence)
Wokingham	Wokingham	Unitary Council	20	MASH (licence)
Wokingham	Woodley	Town Council	18	Police Office
Milton Keynes	Fishermead	Housing Association	48	Police Office
Milton Keynes	Broughton	Fire Service	56	Police Office
Milton Keynes	Saxon Court	Unitary Council	50	MASH (licence)
Chiltern & South Bucks	Beaconsfield	Town Council	69	Police Station
Chiltern & South Bucks	Farnham Common	County Council	8	Police Office
Chiltern & South Bucks	Gt Missenden Library	County Council	31	Police Office
Chiltern & South Bucks	Burnham Library	County Council	16	Police Office & PIP
Wycombe	Highcrest	County Council	7	School Liaison Officer
West Oxon & Cherwell	Deddington	County Council	12	Police Office
West Oxfordshire	Eynsham	Parish Council	15	Police Office
Oxford	Barton	Community Association	11	Police Office
Oxford	Blackbird Leys	Health Trust	98	Police Office
Oxford	Marston & Northway	City Council	83	Police Office
Oxford	Rosehill	City Council	25	Police Office
Oxford	Littlemore Hospital	PCT	10	Police Office
Oxford	Warneford Hospital	PCT	10	Police Office
South & Vale	Watlington	Parish Council	5	Police Office
South & Vale	Wootton	Community Association	13	Police Office
South & Vale	Wantage	County Council	44	Police Office
South & Vale	Dean Court Botley	Community Association	5	Police Drop-in Office

Notes:

1. The above excludes a large number of locations where TVP has a small presence within partner premises on an informal shared accommodation arrangement, which may include a TVP LAN provision
2. The above excludes public interface locations established within partner premises where operated by TVP Volunteers or by partners
3. Some sites listed are programmed for disposal by 2020

Premises where partners co-locate with TVP
(TVP controlled sites)

Local Policing Area	Location	Occupier	Floor Area (m²)
Bracknell Forest	Bracknell PS	BFBC Community Safety Team	24
Slough	Slough PS	MASH (licence)	50
Reading	Reading PS	RBC – Community Safety Team	99
West Berkshire	Newbury PS	Sovereign Housing Association Wardens	22
West Berkshire	Pangbourne PS	Sovereign Housing Association Wardens	11
Milton Keynes	Bletchley PS	NHS (SARC)	161
Aylesbury Vale	Aylesbury PS	Aylesbury Vale DC CCTV	70
Aylesbury Vale	Aylesbury PS	Op Swan multi agency team	23
Aylesbury Vale	Aylesbury PS	MASH (licence)	155
Aylesbury Vale	Aylesbury PS	Refuge charity	20
Chiltern & South Bucks	Amersham PS	HMCTS (custody suite)	284
Chiltern & South Bucks	Iver PS	Parish Council	66
Oxford	St Aldates PS	Oxford City Council CCTV	35
Oxford	Cowley PS	Op Kingfisher multi agency team	89
Oxford	Cowley PS	MASH (licence)	175
Cherwell & West Oxfordshire	Banbury PS	Cherwell DC CCTV	32
Cherwell & West Oxfordshire	Bicester PS	Local Criminal Justice Board	18
Cherwell & West Oxfordshire	Chipping Norton PS	Sec of State for Community & Local Government	7
Cherwell & West Oxfordshire	Witney PS	West Oxfordshire DC CCTV	36
South & Vale	Abingdon PS	South Oxfordshire & Vale DC CCTV	51

Key Performance Indicator Set & Results

1. Supporting & Improving Service Delivery

No.	Description	Denominator
1	Delivery of projects to programme & cost	Projects at a cost of £25,000 and above delivered over the last 3 full financial years within both programme & budget
2	Pursuing co-location opportunities with partners	Sites where TVP share with or use partner sites, and TVP sites accommodating partners
3	Ensuring future growth facility requirements are identified and recognised	Number of facilities identified and the number recognised in planning policy or secured in legal (s106) agreements

2. Making more Effective Use of Property

No.	Description	Denominator
4	Space allocation area per forcewide staff FTE	Recorded Gross & Net Internal Floor Area (GIA & NIA) for national police benchmarking purposes
5	Assessment of Carbon Footprint of the forcewide estate	Co2 tonnes per square metre
6	Space efficiency of workstations in office areas	Floor area (sqm) per recorded office workstation against Force target of 6 square metres

3. Ensuring Better use of Resources

No.	Description	Denominator
7	Total Property cost (operational portfolio)	Recorded cost for national benchmarking purposes expressed per sqm floor area, per FTE, and percentage of Gross Revenue Cost
8	Extent of cumulative revenue savings achieved	Estimated net revenue savings from Force property disposal programme since April 2010 and projected to April 2017
9	Extent of cumulative capital receipts achieved	Estimated net capital receipts from Force property disposal programme since April 2010 and projected to April 2017
10	Extent of external s106/CIL income generated	Cumulative S106 or Community Infrastructure Levy income secured in Legal Agreements towards future growth requirements

Key Performance Indicator Results

Supporting & Improving Service Delivery

KPI Ref No.	KPI Description	Outcome	Target	Current Performance
1	All Capital & Custody Team projects over £25,000 <u>within last 3 yrs</u> within 105% of programme & 5% of budget	Assesses standard of project management on delivery & cost	21	78% (30/38 projects)
			55%	G
In 2014 there were 79 qualifying projects with 63% meeting the KPI. The current performance at 78% is significantly improved. There have been a lot fewer projects (including only 1 custody project) but with several being large scale. The introduction of a new procurement process has caused delay in some projects				
KPI Ref No.	KPI Description	Outcome	Current Performance	
2	No. & % of sites where there is co-location within either a TVP or public sector partner premises	Demonstrating a collaborative approach to assets to enhance service delivery, facilitate disposals & achieve value for money	57 total no. of sites	
			-37 Partner sites that TVP share -20 TVP sites Partners share	
G				
This reflects an increase from 38 in 2010, from 21 in 2008 but a levelling off since 2012. Proportionally there has been a small increase in Partners co-locating on TVP sites, largely around MASH facilities. There are several projects in various stages of development. Although not showing an improvement from 2012, this is partially to be expected in view of planned lease surrenders & is considered a positive direction of travel.				
KPI Ref No.	KPI Description	Outcome	Current Performance	
3	Future growth facility requirements are identified and recognised in the planning system	Demonstrates that significant future growth plans are being assessed and new requirements pursued	31 Facilities required 18 Facilities recognised 12 Facilities secured	
			G	
Reflects the growth data at April 2016 which may change as planning policy documents develop locally, & periodic review of the need for all sites is undertaken. Previously 40 facilities were being pursued however this figure has reduced as a result of planning refusals for the wider developments & a review of our own requirements in some areas.				

Making More Effective Use of Property

KPI Ref No.	KPI Description	Outcome	Current Performance (2014/15 data)	
4	Space density (sqm floor area) per forcewide staff FTE	Examines the extent to which the organisation uses its buildings efficiently	13.47 sqm per FTE (Net Internal Area) 18.07sqm per FTE (Gross Internal Area)	
			A	
<p>In 2014 there were 28/37 participating forces with a higher GIA space density, similar to 2012. There was a 3.4% decrease in FTE but a smaller reduction in GIA due to holding of freehold disposal sites (such as Wantage Thame and Buckingham Police Station) while replacements were procured, as well as construction of a new fitness training centre. This is reflected in a net increase in space per FTE, but the trend is expected to be downward as significant disposals are achieved over the next 4 years.</p>				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
5	Assessment of property carbon footprint (tonnes per sqm)	Extent measures taken to monitor and reduce use of natural resources	33% cumulative reduction by 2020 from a 2009/10 baseline	5% reduction (by March 2015)
				A
<p>The Force target of a 30% reduction by 2015 was extremely challenging & following a review in 2014 it was adjusted to a 33% reduction over a ten year period to 2019/20. There is a programme of substantive disposals & carbon reduction initiatives which should start to achieve a significant cumulative improvement in performance.</p>				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
6	Office floor area (sqm) per workstation	Examines the extent to which the organisation uses its buildings efficiently	6 sqm	5.99 sqm
			By 2020	G
<p>In 2008 it was 7.30 sqm, in 2010 7.24 sqm & 6.34 sqm in 2014 with the achieved reduction now to 5.99 sqm representing 100% of the required reduction (1.30 sqm) to achieve the target. Ongoing space planning & estate rationalisation may improve this slightly, but it will become more challenging, particularly as breakout spaces & other support facilities required for Smarter Ways of Working might reduce office desk space.</p>				

Ensuring Better Use of Resources

KPI Ref No.	KPI Description	Outcome	Current Performance (2012/13 data)	
7	Total Property Cost (operational portfolio) £17.0m for national benchmarking comparison	Extent of cost effectiveness of the operational portfolio	£133.78per sqm GIA £2,417 per FTE 3.65% of Gross Revenue Cost (source: CIPFA Actuals)	
G				
The benchmark estate cost has reduced per sqm by 7.5% since 2012, but is still relatively high compared with most other forces (28/37 Forces). This partially reflects a relatively expensive geographical area (rent & rates). The maintenance budget has reduced since April 2013, with a £1m reduction by 2015/16 & further reductions of £1m & £500,000 per annum over the next 2 years. This, with the disposal programme, is expected to reduce the cost per sqm by 2020				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
8	Generating cumulative net revenue savings from the disposal programme (based on 3 yr average costs)	Demonstrates an effective property disposal and replacement programme	£3.5m	£2.77m Since April 2010
			By 2020	G
A level of cumulative projected savings based on the AMOP disposal programme transactions since April 2010, & the average of previous 3 years total revenue costs. This indicator represents a direct contribution towards the Productivity Strategy				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
9	Generating cumulative net capital receipts from the disposal programme	Demonstrates an affordable property disposal and replacement programme	£28m	£19.6m Since April 2010
			By 2020	G
An level of cumulative receipts based on the AMOP disposal programme transactions since April 2010, including house sales				
KPI Ref No.	KPI Description	Outcome	Current Performance	
10	Funding towards future growth requirements secured through the planning system	Committed income secured in Legal Agreements	£2,350,000	
			G	
In January 2010 it was £228,000, in 2012 £810,000, in 2014 £1.43m. This is a challenging area as the Police have not historically been a recognised recipient of contributions, & receipts are triggered by development thresholds. The position is now much more positive, & the level of development activity is increasing. £2,058 was received in 2012/13, however total receipts had increased to £654,000 by April 2016 with a further £400,000 envisaged by April 2018.				

Strategic Approach to Asset Categories

Asset Category	Outline Property Strategy Approach
Headquarters	<ul style="list-style-type: none"> • Retain HQ South and North sites • Implement the HQ Accommodation Strategy to enable surrender of satellite leased buildings aligned to lease expiry or break dates • Progress demolition of C Block and part of G Block at HQ South and review the need for any replacement • Monitor the strategy for data centres and implications for current data centre suite • Consider the potential impact of Smarter Ways of Working on the longer term need for one of the HQ North buildings beyond 2020
Area Command HQs	<ul style="list-style-type: none"> • Retention of identified existing core sites particularly where there are established custody suites • Replace Reading PS to provide a more fit for purpose smaller facility with a town centre presence • Review opportunities for better space utilisation, team adjacencies, co-location opportunities with partners and accommodating requirements from the new operating model and long term growth needs where required • Support the Evidential Management Unit seeking to consolidate storage into a reduced footprint on operational sites and convert surplus to alternative uses where practical • Develop plans for utilisation of de-commissioned custody suites at Bracknell and Slough
Sector Police Stations	<ul style="list-style-type: none"> • Replace Windsor and Bletchley (large stations) and others with smaller local replacements where needed • Replacement facilities envisaged to accommodate local facing teams and functions only, and may be touchdowns only • Review cross boundary arrangements, particularly where local authorities merge, to optimise use of property and encourage enhanced collaboration within TVP area and adjacent forces • Monitor potential to rationalise space allocated for evidence storage on operational sites and convert to alternative uses
Neighbourhood Facilities	<ul style="list-style-type: none"> • Presumed retention of all existing low cost and well utilised facilities, but review utilisation and challenge retention of all offices periodically and upon lease renewal/break opportunities • Presumed surrender or replacement of expensive commercially rented facilities • Monitor outcome of Neighbourhood Policing review, the new operating model and the introduction and piloting of mobile ICT technology for operational staff and in fleet vehicles, and the consequential implications on the future need for offices • Challenge all remaining commercially leased offices and review the opportunity for negotiating a cost reduction, or surrender with a low cost replacement, or consolidation into main stations where appropriate • Identify any gaps in current provision with Local Policing Department and consider all property and non property (eg mobile police stations) solutions • Work with partners to identify options for current and future provision, with co-location options demonstrating service

Asset Category	Outline Property Strategy Approach
	<p>delivery benefits preferred where practical. Each case to be considered on its merits</p> <ul style="list-style-type: none"> • Pursue recognition of identified future requirements, arising from population and housing growth, with local planning authorities and seek developer (s106 & CIL) funding for local and off site growth/capacity provision. Periodically review ongoing requirements for any change in the mix of identified facilities and equipment
<p>Operational Shared Service Units</p> <p>(where not covered by other asset categories)</p>	<ul style="list-style-type: none"> • Review requirement for Joint Operations Unit bases • Review the need for Shared Service teams to be located in all existing buildings with priority for operational accommodation given to teams requiring a local presence • Review requirement for Force Crime operational bases on area in light of organisational change, with a greater application of Smarter Ways of Working principles • Consolidate CJ functions into fewer hubs on area with a greater focus on HQ locations • Local facing teams within identified disposal sites will be presumed to be relocated to alternative retained sites to minimise the size of replacement buildings
<p>Support Departments</p> <p>(where not covered by other asset categories)</p>	<ul style="list-style-type: none"> • Monitor the implications of force transformation programmes on accommodation requirements • Maximise use of available space in the REC and accommodate the requirements of Hampshire Constabulary • Ensure that the principles of Smarter Ways of Working are applied to all support departments • Consolidate Sulhamstead as TVP core Force training establishment, addressing long term maintenance/upgrade requirements of existing blocks, improve utilisation of the White House for office use, expand and focus training facilities within the Training Block, review opportunities for collaborative use by partners and other forces and monitor the potential for and implications of College of Policing use • Review long term L&D requirements on area, in particular the north of the force, to seek to provide a range of facilities within the TVP estate where practical, reducing reliance on use of external venues • Maintain Upper Heyford as key operational training facility (public order, CBRN, driver training)
<p>Staff Housing</p>	<ul style="list-style-type: none"> • Continue to deal with all aspects of past equity loan advances for and on behalf of the PCC. Review potential demand future housing initiatives to contribute to the force's staff retention and recruitment activities. Dispose of standalone vacant <u>family houses</u> as they become surplus to requirements and subject to prevailing market conditions, or as development/sale opportunities are identified. Monitor & review use and demand for and retention of <u>single quarters</u> with presumed strategy for: <ul style="list-style-type: none"> • <i>Non operational sites</i>: where practical to lease to RSLs or local authorities where no short term intention to sell • <i>On operational sites</i> where not integral to police stations, monitor use and align with retention or otherwise of police station. Dispose when surplus and where practical. Presumption against use of vacant houses for operational purposes. Where practical empty houses on disposal sites

Asset Category	Outline Property Strategy Approach
	<p>could be considered for short term income generation where no adverse impact on disposal strategy or programme</p> <p><u>Integral within police stations:</u> monitor use, income generation and ongoing retention in residential use. Consider potential for letting to partner organisations if practical, or conversion of unused or underused accommodation where long term retention and capacity requirements, or where cessation of use would facilitate potential property disposal and/or address significant health & safety risks (eg Legionella)</p>
Telecom Masts	<ul style="list-style-type: none"> • Retain with periodic review where required for operational use and income generation • Review facilities on buildings or sites identified for disposal, and if/how they can be re-provided to maintain TVP resilience and third party income
Custody	<ul style="list-style-type: none"> • Undertake remaining funded de-commissioning projects in the Custody Expansion and Refurbishment Programme at St Aldates • To embed the status of primary custody suites by ensuring the co-location of relevant support teams from other sites • To identify future growth needs, particularly in Milton Keynes, and assess potential impact for custody/Criminal Justice capacity, seek developer contributions, and where necessary reflect in future capital programming if pump priming can/needs to be agreed • To robustly assess through condition surveys and plan future maintenance priorities for the retained custody suites to ensure they are appropriate
Front counters	<ul style="list-style-type: none"> • Monitor the Force strategy for public interface/contact and review the need for and format of a continued front counter presence on sites identified for disposal • SDO staffed front counter locations to be maintained, or appropriately re-provided in respect of disposal sites, unless there is a material change in circumstance or a collaboration opportunity • Future scope of service delivery from existing SDO (Sector Station) locations will be subject to a business case review on a site specific basis, aligned to site disposals, collaborative opportunities or a material change in circumstances • Re-provision of a public interface should be through collaboration with partners where practical, or else on the disposal site if appropriate • Support any wider rollout of Neighbourhood Engagement Points (NEPs) where required,

Asset Management Disposal Programme

Annex 6

	Net Capital Receipt	Est Net Revenue Saving*	Net Floor Area Reduction	Project	Project Status
2016 - 2017					
Marlow PS	£3,200,000	£26,700	425	Disposal + Replacement	Active
Mortimer NPO	£45,000	£3,700	49	Disposal + Replacement	Active
Gerrards Cross PS	£4,000,000	£48,300	600	Disposal + Replacement	Active
North Oxford former VRI	£584,000	£11,200	97	Disposal	Active
North Oxford former NPO	£635,000	£12,000	118	Disposal	Active
Wendover PS	£1,050,000	£37,250	353	Disposal	Active
Thame PS	£1,950,000	£62,000	621	Disposal	Active
Oxford Rosehill NPO	£0	£8,439	24	Surrender & Replacement	Active
Long Hanborough MCU	-£309,000	£164,000	582	Surrender	Active
Lambourn NPO	£0	£15,900	62	Surrender	Active
Eynsham NPO	£0	£4,100	30	Surrender of part	Active
Sutton Courtenay NPO	£0	£5,000	20	Surrender	Active
Heyford Hill NPO	£0	£1,000	20	Surrender	Active
Wootton NPO	£0	£2,500	17	Surrender	Active
Watlington NPO	£0	£800	5	Surrender	Active
Bracknell Birch Hill NPO	£0	£0	10	Surrender	Active
Maidenhead St Marks Hosp NPO	£0	£219	20	Surrender	Active
MK Westcroft NPO	£0	£14,200	60	Surrender	Active
Slough Car Park	£0	£5,000	0	Surrender of part	Active
Residential Sales (assumed)	£3,820,000	n/a	n/a	House Sales	Not Yet Initiated
FY total	£14,975,000	£422,308	3,113		
2017 - 2018 (projected)					
Wallingford PS	£950,000	£26,600	299	Disposal + Replacement	Active
Chipping Norton PS	£120,000	£27,100	325	Disposal + Replacement	Active
Hungerford PS	£470,000	£29,700	240	Disposal + Replacement	Active
Faringdon PS	£295,000	£25,250	341	Disposal + Replacement	Under Review
Great Missenden NPO	£1,195,000	£800	111	Disposal + Replacement	Active
Banbury VRI	£170,000	£7,400	104	Disposal	Under review
Abingdon VRI	£165,000	£6,400	85	Disposal	Under Review
Sonning Common NPO	£85,000	£9,000	43	Disposal	Active
Hazlemere NPO	£537,500	£15,400	114	Disposal	Active
Newbury 20 Mill Lane	£300,000	£8,800	80	Disposal	Active
Caversham NPO	-£5,000	£15,000	38	Surrender + Replacement	Under Review
Beaconsfield NPO	£0	£28,600	85	Surrender	Approved
Wantage Library NPO	£0	£1,600	40	Surrender	Approved
Slough Car Park	£0	£5,000	0	Surrender of part	Approved
Residential Sales (assumed)	£920,000	n/a	n/a	House Sales	Not Yet Initiated
FY total	£5,202,500	£206,650	1,905		
2018 - 2019 (projected)					
Chesham PS	£520,000	£29,300	154	Disposal + Replacement	Under Review
Twyford PS	£410,000	£6,900	38	Disposal + Replacement	Active
Iver PS	£540,000	£18,200	170	Disposal + Replacement	Under Review
Carterton PS	£200,000	£23,250	223	Disposal + Replacement	Active
Woodstock PS	£2,675,000	£38,500	599	Disposal + Replacement	Active
Newport Pagnell PS	£1,350,000	£38,000	553	Disposal + Replacement	Active
Wolverton PS	£280,000	£33,200	522	Disposal + Replacement	Under Review
Langley PS	£125,000	£39,700	626	Disposal + Replacement	Active
Waddesdon PS	£180,000	£21,900	180	Disposal + Replacement	Active
Princes Risborough PS	£480,000	£14,500	128	Disposal + Replacement	Active
Crowthorne PS	£255,000	£33,200	156	Disposal + Replacement	Under Review
Pangbourne PS	£740,000	£67,600	604	Disposal	Under Review
Tilehurst NPO	£50,000	£2,600	21	Disposal	Approved
Wokingham PS	-£75,000	£69,300	216	Surrender + Replacement	Approved
Wing NPO	-£10,000	£17,100	53	Surrender + Replacement	Under review
Slough Car Park	£0	£5,000	0	Surrender of part	Approved
Residential Sales (assumed)	£1,580,000	n/a	n/a	House Sales	Not Yet Initiated
FY total	£9,300,000	£458,250	4,243		
2019 - 2020 (projected)					
Windsor PS	£2,100,000	£161,100	2,355	Disposal + Replacement	Active
Reading PS (costs tbc)	-£5,000,000	£318,500	11,359	Disposal + Replacement	Active
Bletchley PS	£110,000	£91,200	1,362	Disposal + Replacement	Active
Westlands Drive Oxford NPO	£0	£15,400	86	Surrender	Approved
Wheatley NPO	£0	£12,000	48	Surrender	Approved
Slough Car Park	£0	£4,000	0	Surrender	Approved
Residential Sales (assumed)	£1,085,000	n/a	n/a	House Sales	Not Yet Initiated
FY total	-£1,705,000	£602,200	15,210		
Cumulative Total 2016-20	£27,772,500	£1,689,408	24,471		
<i>Cumulative 2010-20</i>	<i>£39,750,715</i>	<i>£5,096,150</i>	<i>37,380</i>		

Individual Site Strategy - Retention Indicator

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
Bracknell and Wokingham	Loddon Valley Police Station	Owned	SDO			Retain	Improve utilisation & review impacts of LPA merger	Ongoing
Bracknell and Wokingham	Bracknell Police Station	Owned	SDO			Potential dispose & replace	Monitor regeneration plans & requirement for a replacement	Ongoing
Bracknell and Wokingham	Crowthorne Police Station	Owned	NEP			Dispose & replace	Develop merged LPA estate strategy & review retention strategy	2016/17
Bracknell and Wokingham	Wokingham Police Station	Leased				Dispose & replace	Terminate lease, consider replacement options & monitor implications of future growth	2018/19
Bracknell and Wokingham	Twyford Police Station	Owned	NEP			Dispose & replace	Monitor identified re-provision option & progress if viable	Ongoing
Bracknell and Wokingham	Easthampstead Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Bracknell and Wokingham	Sandhurst Police Office	Leased	NEP			Potential disposal	Review ongoing requirement	Ongoing
Bracknell and Wokingham	Binfield Police Office	Leased	NEP			Dispose & replace	Monitor plans for replacement through the planning system	3-8 years
Bracknell and Wokingham	Jennetts Park Police Office	Leased				Retain	Monitor ongoing utilisation	Ongoing
Bracknell and Wokingham	Finchampstead Police Office	Leased				Retain	Monitor utilisation to lease expiry & ongoing requirement	2017/18
Bracknell and Wokingham	Woodley Police Office	Leased				Potential dispose & replace	Review utilisation on lease expiry	2017/18
Slough	Slough Police Station	Owned	SDO			Retain	Implement strategy for maximising occupation	Ongoing
Slough	Langley Police Station	Leased				Dispose & replace	Progress replacement & lease surrender with Slough BC	Ongoing
Slough	Britwell Police Office	Leased				Potential disposal	Review requirement linked to Buckingham Ave replacement	2016/17
Slough	Slough Car Park	Licensed				Disposal	Reduce revenue cost on a phased basis	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
Windsor and Maidenhead	Maidenhead Police Station	Owned	SDO			Retain	Implement strategy to maximise utilisation	2018/19
Windsor and Maidenhead	Ascot Police Station	Leased	NEP			Retain	Monitor ongoing utilisation	Ongoing
Windsor and Maidenhead	Windsor Police Station	Owned				Dispose & replace	Progress viable local replacement option	Ongoing
Windsor and Maidenhead	Datchet Police Office	Leased				Potential disposal	Renew lease & monitor options for reducing cost	2016/17
Windsor and Maidenhead	Cookham Police Office	Leased				Potential disposal	Monitor increased utilisation & review future retention	2017/18
Windsor and Maidenhead	Old Windsor Police Office	Leased				Retain	Monitor ongoing utilisation	Ongoing
Windsor and Maidenhead	Cox Green Library Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Reading	Reading Police Station	Owned	SDO			Dispose & replace	Progress viable replacement & site disposal	Ongoing
Reading	Dee Park Police Office	Leased				Dispose & replace	Relocate from temporary to permanent office aligned to regeneration	2018/19+
Reading	Tilehurst Police Box	Owned				Disposal	Review disposal options & progress as appropriate	Ongoing
Reading	Caversham Police Office	Leased				Dispose & replace	Terminate lease at break & review local requirement	2017/18
Reading	Oracle Shopping Centre Police Office	Leased				Potential disposal	Review ongoing requirement for an informal facility	2016/17
Reading	Three Mile Cross Traffic Base	Owned				Retain	Maximise site utilisation for ongoing TVP requirements	Ongoing
West Berks	Newbury Police Station	Owned	SDO			Retain	Monitor ongoing utilisation & disposal of adjacent Court	Ongoing
West Berks	Newbury 20 Mill Lane Office	Owned				Disposal	Dispose of jointly with adjacent Court site if practical	2016/17
West Berks	Hungerford Police Station	Owned				Dispose & replace	Progress local re-provision in Fire Station	2016/17
West Berks	Pangbourne Police Station	Owned				Dispose & replace	Progress LPA replacement in Theale	2017/18
West Berks	Mortimer Police Office	Owned	NEP			Dispose & replace	Implement touchdown co-location with local partner	2016/17

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
West Berks	Lambourn Police Office	Leased	NEP			Disposal	Terminate lease	2016/17
West Berks	The Hub NPO Thatcham	Leased				Dispose & replace	Progress low cost replacement locally aligned to site sale	2016/17
West Berks	Theale Police Office	Owned				Potential disposal	Retain unless alternative co-location opportunity locally	2017/18
West Berks	Sulhamstead Training Centre	Owned				Retain	Optimise utilisation strategy & implement major maintenance projects	2016/17+
West Berks	Sulhamstead VRI	Owned				Retain	Monitor ongoing utilisation	Ongoing
Aylesbury Vale	Aylesbury Police Station	Owned	SDO			Retain	Maximise utilisation & team adjacencies	Ongoing
Aylesbury Vale	Wendover Police Station	Owned	NEP			Disposal	Progress disposal	2016/17
Aylesbury Vale	Waddesdon Police Station	Owned	NEP			Dispose & replace	Assess requirement aligned to wider estate strategy	2016/17
Aylesbury Vale	Buckingham Unit 12 Swan BP Police Base	Leased				Retain	Monitor ongoing utilisation	Ongoing
Aylesbury Vale	Winslow Police Office	Leased	NEP			Potential dispose & replace	Review ongoing requirement & cost at lease expiry	2019/20
Aylesbury Vale	Wing Police Office	Leased				Dispose & replace	Assess requirement aligned to wider estate strategy	2016/17+
Chiltern and South Bucks	Taplow Police Base	Owned				Retain	Review ongoing utilisation	Ongoing
Chiltern and South Bucks	Amersham Police Station	Leased	SDO			Retain	Improve utilisation & review subletting potential	2016/17+
Chiltern and South Bucks	Gerrards Cross Police Station	Owned				Dispose & replace	Progress sale & local touchdown facility	2016/17
Chiltern and South Bucks	Iver Police Station	Owned	NEP			Dispose & replace	Identify local touchdown replacement & progress sale	2016+
Chiltern and South Bucks	Chesham Police Station	Owned				Dispose & replace	Identify smaller local replacement option & progress	2016+
Chiltern and South Bucks	Burnham Library Police Office	Leased	NEP			Retain	Monitor ongoing requirement	Ongoing
Chiltern and South Bucks	Farnham Common Library Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
Chiltern and South Bucks	Great Missenden Library Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Chiltern and South Bucks	Great Missenden former Police Office	Owned				Disposal	Progress disposal with adjacent site	Ongoing
Chiltern and South Bucks	Beaconsfield Police Office	Leased	NEP			Disposal	Surrender lease at lease break	2017/18
High Wycombe	High Wycombe Police Station	Owned	SDO			Retain	Review ongoing utilisation	Ongoing
High Wycombe	Princes Risborough Police Station	Owned				Dispose & replace	Progress local replacement at Fire Station & progress sale	2016/17+
High Wycombe	Marlow Police Station	Owned	NEP			Dispose & replace	Progress replacement facility	Ongoing
High Wycombe	High Wycombe Highcrest School Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
High Wycombe	Hazlemere Police Office	Owned				Disposal	Progress disposal	2016/17
Milton Keynes	Milton Keynes Police Station	Owned	SDO			Retain	Maximise utilisation linked to reduction in satellite bases	2016/17+
Milton Keynes	Bletchley Police Station	Owned				Dispose & replace	Progress replacement locally with Fire Service	Ongoing
Milton Keynes	Newport Pagnell Police Station	Owned				Dispose & replace	Progress disposal & local replacement at Fire Station	2017/18
Milton Keynes	Wolverton Police Station	Owned				Disposal	Progress disposal with local touchdown replacement	2017/18
Milton Keynes	Westcroft Centre Police Office	Leased				Disposal	Surrender lease	2016/17
Milton Keynes	Broughton Fire Station Police Office	Leased				Retain	Monitor ongoing utilisation	Ongoing
Milton Keynes	Fishermead Police Office	Leased				Retain	Monitor ongoing utilisation & cost	Ongoing
Milton Keynes	Chaffron Way Grazing Land Milton Keynes	Leased				Retain	Monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Kidlington HQ South	Owned				Retain	Implement remainder of HQ accommodation strategy	Ongoing
Cherwell and West Oxon	Kidlington HQ North - Fountain Court	Owned				Retain	Implement changes arising from HQ strategy & maximise occupancy	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
Cherwell and West Oxon	Kidlington HQ North - Meadow House	Owned				Retain	Assess potential to let to a third party	Ongoing
Cherwell and West Oxon	Kidlington HQ North - Kingfisher Court	Owned				Retain	Monitor ongoing utilisation & requirement	Ongoing
Cherwell and West Oxon	Witney Police Station	Owned	SDO			Potential dispose & replace	Review potential for longer term redevelopment &/or increased utilisation	Ongoing
Cherwell and West Oxon	Banbury Police Station	Owned	SDO			Retain	Monitor space utilisation	Ongoing
Cherwell and West Oxon	Woodstock Police Station	Owned				Dispose & replace	Progress disposal with off-site local replacement in Fire Station	Ongoing
Cherwell and West Oxon	Bicester Police Station	Owned	SDO			Potential dispose & replace	Monitor impact of growth & redevelopment opportunities for adjacent civic area	Ongoing
Cherwell and West Oxon	Carterton Police Station	Owned				Dispose & replace	Progress smaller replacement locally with Fire Service	Ongoing
Cherwell and West Oxon	Chipping Norton Police Station	Owned				Dispose & replace	Progress replacement accommodation & then disposal of surplus building	2016/17
Cherwell and West Oxon	Upper Heyford, Building 100 Police Office	Leased				Dispose & replace	Review ongoing requirement aligned to future growth	Ongoing
Cherwell and West Oxon	Deddington Library Police Office	Leased	NEP			Potential disposal	Monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Eynsham Police Office	Leased	NEP			Dispose & replace	Surrender part & monitor ongoing requirement	2016/17
Cherwell and West Oxon	Upper Heyford Building 3029	Leased				Retain	Review ongoing requirement	Ongoing
Cherwell and West Oxon	Upper Heyford, Building 249	Leased				Retain	Maximise utilisation & monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Upper Heyford Training Areas Licence	Leased				Retain	Monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Long Hanborough Unit 14 Blenheim Office Park	Leased				Disposal	Surrender lease aligned to HQ accommodation strategy	2016/17
Cherwell and West Oxon	Bicester REC	Owned				Retain	Progress plans to maximise utilisation	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
Cherwell and West Oxon	Banbury VRI Suite	Owned				Disposal	Identify replacement within TVP estate & progress sale	2017/18
Cherwell and West Oxon	Bicester Traffic Base & Workshop	Owned				Retain	Monitor future growth plans & collaboration opportunities	Ongoing
Cherwell and West Oxon	Kidlington Car Park at Oxford Airport	Leased				Potential disposal	Monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Witney Holloway Road Car Parking	Leased				Potential disposal	Monitor ongoing requirement	Ongoing
Oxford	St Aldates Police Station	Owned	SDO			Potential dispose & replace	Review replacement requirement(s) & assess viability of options	2016/17+
Oxford	Cowley Police Station	Owned				Retain	Maximise occupancy & team adjacencies	Ongoing
Oxford	Warneford Hospital Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Oxford	Blackbird Leys Police Office	Leased				Retain	Complete lease for reduced space & monitor utilisation	Ongoing
Oxford	Barton Police Office	Leased				Retain	Explore revenue cost reduction & implications of growth	Ongoing
Oxford	Westlands Drive Police Office	Leased				Disposal	Surrender lease at lease expiry or sooner	Ongoing
Oxford	Oxford Brookes Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Oxford	Heyford Hill Police Office	Leased				Disposal	Surrender lease	2016/17
Oxford	East Oxford Police Office	Leased				Retain	Monitor utilisation	Ongoing
Oxford	Littlemore Hospital Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Oxford	Rosehill Police Office	Leased				Dispose & replace	Progress replacement option in new community centre	2016/17
Oxford	North Oxford former Police Office	Owned				Disposal	Progress disposal with adjacent property	2016/17
Oxford	Oxford former VRI Suite	Owned				Disposal	Progress disposal with adjacent property	2016/17
Oxford	Oxford, Cedar Court Car Parking	Leased				Potential disposal	Review ongoing requirement	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
South and Vale	Abingdon Police Station	PFI	SDO			Retain	Maximise utilisation, achieve team adjacencies & review PFI arrangement	Ongoing
South and Vale	Wantage Library Police Station	Leased				Disposal	Monitor operational requirement for a town centre touchdown facility	2017/18
South and Vale	Wantage Police Base	Owned				Retain	Monitor future growth impacts	Ongoing
South and Vale	Thame Police Station	Owned				Disposal	Progress disposal	2016/17
South and Vale	Wallingford Police Station	Owned				Dispose & replace	Identify local off-site replacement option & progress sale	Ongoing
South and Vale	Thame Business Park Police Base	Owned				Retain	Maximise utilisation	Ongoing
South and Vale	Didcot Police Station	Owned				Retain	Monitor impact of future growth & improve utilisation	Ongoing
South and Vale	Faringdon Police Station	Owned				Dispose and replace	Identify local replacement option & progress	2016/17+
South and Vale	Henley Police Station, 4 Greys Road	Leased				Retain	Maximise utilisation	Ongoing
South and Vale	Wheatley Police Office	Leased				Disposal	Surrender lease at lease expiry	2020/21
South and Vale	Watlington Police Office	Leased				Disposal	Surrender lease	2016/17
South and Vale	Sutton Courtenay Police Office	Leased				Disposal	Surrender lease	2016/17
South and Vale	Sonning Common Police Office	Owned	NEP			Disposal	Progress sale	2016/17
South and Vale	Didcot Milton Park Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
South and Vale	Wootton & Dry Sandford Police Office	Leased				Disposal	Surrender lease	2016/17
South and Vale	RAF Benson NPAS	Leased				Disposal	Transfer of function from TVP to NPAS	2016/17
South and Vale	Abingdon VRI Suite	Owned				Dispose & replace	Identify replacement within TVP estate & progress sale	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2016 Future Retention Strategy	Activity Focus	Timescale
South and Vale	Henley Greys Road Car Park	Leased				Retain	No identified action	

Condition	Business Continuity
Good	Limited Impact
Fair	Significant Impact
Poor	Immediate Impact

Annex 8

Identified key property priorities with a Capital or major Revenue funding requirement (Projects >£200,000)

CP = Capital Programme, RP = Revenue Programme, Reserves = PCC Reserves

Category/property	Activity Status	Estimated Cost	Funding Source	Funding Status	Delivery 2014/15	Delivery 2015/16	Delivery 2016/17	Delivery Other	Link To Asset Vision
Milton Keynes PS essential infrastructure	Design	£3.0m	CP	Allocated		X	X		Supporting Service Delivery
St Aldates PS Custody decommissioning & other works	Feasibility	£0.4m	CP	Allocated	X	X			Supporting Service Delivery
HQ (S) G Block demolition	Design	£0.25m	CP	Allocated	X				Supporting Service Delivery
HQ (S) C Block demolition	Design	£0.4m	CP	Allocated		X			Supporting Service Delivery
Amersham PS electrics and asbestos etc	On site	£0.49m	Reserves/RP	Allocated	X				Supporting Service Delivery
Sulhamstead Teaching Block major works	On site	£1.85m	CP	Allocated	X				Supporting Service Delivery
Sulhamstead Imbert Court refurbishment	Design	£2.5m	CP	Allocated		X	X		Supporting Service Delivery
Sulhamstead White House Refurbishment	Scoping	£2.0m	CP	Allocated		X	X		Supporting Service Delivery
Windsor PS Replacement	Feasibility	£3.9m	CP	Draft Capital		X	X		More effective use of resources
Reading PS Replacement	Feasibility	£10m	CP	Allocated			X	X	More effective use of resources
Chipping Norton PS Replacement	Feasibility	£0.25m	CP	Draft Capital		X			More effective use of resources
Marlow PS Replacement	Design	£0.30m	CP	Allocated		X			More effective use of resources
HQ (N) Fountain Court GF Refurbishment	Design	£0.49m	RP	Allocated	X				More effective use of resources
High Wycombe PS Electrics and Lights	Scoping	£0.25m	RP	Future bid		X			Supporting Service Delivery
Cowley PS Electrics and associated works	Scoping	tbc	RP	Future bid		X			Supporting Service Delivery
Loddon Valley Custody Services Improvements	Design	£0.22m	Reserves	Allocated	X				Supporting Service Delivery

Asset Management Implementation Plan

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
1	Roles & Responsibilities						
1.1	Embed appropriate references to asset management objectives & priorities in the review of the force Strategy & Delivery Plan	HOP	CCMT	Ongoing	To maintain the profile of property asset planning and integration with corporate planning	Needs to align with annual review of Strategic Objectives and Delivery Plan	Supporting Service Delivery
2	Decision Making & Consultation						
2.1	Monitor the Strategic Estates Group for ongoing fitness for purpose	HOP/DCC	CCMT & PCC	03/17	To ensure an appropriate decision making & governance structure for significant property issues and projects	Nothing significant in addition to current meeting regime	Supporting Service Delivery
2.2	Property Services continued representation on the Force Transformation and Smarter Ways Boards and other Boards or Groups where there is or may be property implications	HOP + SM/CSM/FM	DCC	Ongoing	Reinforces role of property in corporate activity. Enables property input to inform corporate/strategic decisions or activity	Not significant unless in terms of representation. Potentially significant in terms of extent of advice required on specific issues	Supporting Service Delivery
3	Identifying Property Needs & Strategic Issues						
3.1	Refresh AMP on a 2 year cycle with an interim annual update of relevant annexes	SM	HOP	10/16 Refresh and 07/17 update	Updated AMP reflecting prevailing circumstances and any significant required changes (eg disposal programme)	Significant for SM	Supporting Service Delivery & Better Use of Resources

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
3.2	Embed the new Maintenance Strategy	MM	HOP	Ongoing	To ensure a robust framework for informing decisions on and priority of maintenance expenditure aligned to AMP and Business Continuity	Moderate impact	Supporting Service Delivery & Better Use of Resources
3.3	Implement the revised Carbon Management Plan	FM	HOP	03/17	To ensure an updated CMP and associated programme of work to achieve required CO2 reduction target over period 2015 to 2020	Significant for FM, EM and others in PSD. Significant consultancy input envisaged	Better Use of Resources
3.4	Ensure all future growth impacts are identified, periodically reviewed and outputs fed into council infrastructure planning & policy development	SM + SGP	HOP	Ongoing	A rolling schedule of requirements to inform internal resource planning and external growth infrastructure planning	Moderate resource time within context of current Strategic Growth Planner role	Supporting Service Delivery
4	Major Projects Programme Development & Management						
4.1	Develop a rolling programme of projects incl: -capital investment projects -major building infrastructure projects -enabling projects (eg AMOP replacement sites) -space utilisation improvement projects	CSM/MM/SM	HOP	09/16 & reviewed annually	A holistic 5 year rolling programme covering 3 primary project work streams	Moderate resource time in developing sufficient robustness in cost estimates for future projects, aligned to budget development activity	Supporting Service Delivery & Better Use of Resources
4.2	Progress AMOP disposal programme	SM/CSM	HOP & SM	Ongoing	Delivery of replacement facilities where needed, lease surrenders, capital receipts and revenue savings	Significant for PSD	Better Use of Resources

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
5	Managing Properties In Use						
5.1	Review energy policy and strategy and align with Force Carbon Management Plan	EM/FM	HOP	12/16	To identify key focus areas and additional work programmes to reduce energy consumption and carbon footprint	Moderate for EM/FM	More Effective Use of Property
5.2	Identify further pilots for application of Smarter Ways of Working principles and associated activity and review completed projects	SM/CSM	HOP	Ongoing	New projects will apply workplace principles and other opportunities identified from further development of area and HQ strategies	Linked to capital programme projects and development of area property strategies	More Effective Use of Property
5.3	Implement CAFM system	FM	HOP	Ongoing	Details of all buildings loaded on system. Allows robust fault reporting/maintenance tasking & undertake compliance checks	Significant for Facilities & Maintenance teams	More Effective Use of Property
6	Review of Need, Utilisation & Cost						
6.1	A "light" touch review of FFP and operational suitability as part of updating VFM assessments considering fitness for purpose, cost, space use and other issues	SM	HOP	03/18	To monitor portfolio change/performance & inform strategic, service delivery and property implications	Moderate impact	Supporting Service Delivery & Ensuring Better Use of Resources
6.2	Embed the process for monitoring space utilisation to help reduce the number of vacant workstations & space required per workstation	SM	HOP	Ongoing	Ability to monitor vacant workstations to demonstrate utilisation improvements over 5 year AMP period	Significant effort required in refreshing occupancy data at a site level	More Effective Use of Property

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
7	Data Management & Property Intelligence						
7.1	Departmental information to be made available to TVP users through updated Property Services intranet site	HOP	HOP	03/17	Updated Property Services internal website	Initially significant to refresh/update website in line with corporate template	Supporting Service Delivery
8	Performance Management						
8.1	Review current KPI set for ongoing fitness for purpose	SM	HOP	Ongoing	To remain an ongoing key component within AMP and to complement National Police Benchmarking System reporting	Resourcing implications to be monitored	More Effective Use of Property
8.2	Monitor our performance against National Police Benchmarking System, identify any resultant activity and report to SEG annually	AM	HOP	10/16	To encourage best practice within Police service and to facilitate TVP ability to benchmark our performance with other forces as well as to our own targets and standards	Not significant	More Effective Use of Property
9	Partnership Working & Collaboration						
9.1	Progress collaborative asset management liaison with Thames Valley public service property managers	SM	HOP	Ongoing	To identify opportunities for enhanced service delivery, property rationalisation and co-location and other VFM initiatives. Will need to align with partner AMP programmes	Moderate impact	Supporting Service Delivery & Ensuring Better Use of Resources
9.2	Engage with the One Public Estate programme where initiated across the Force	SM	HOP	Ongoing	To ensure opportunities to generate efficiencies and savings through collaborative asset management and procurement activity are explored	Moderate impact for SM	Supporting Service Delivery & Ensuring Better Use of Resources

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
9.3	Supporting collaboration initiatives with other forces (with asset implications)	CSM/AM	HOP	Ongoing	That the most appropriate property solution & robust efficiency savings/gains are identified & best practice disseminated	Not significant	Supporting Service Delivery

Glossary

AMP	Asset Management Plan
CCMT	Chief Constables Management Team
CSM	Capital Schemes Manager PSD
DCC	Deputy Chief Constable
EM	Energy Manager PSD
FFP	Fitness for Purpose assessments
FM	Facilities Support Services Manager
HOP	Head of Property PSD
KPI	Key Performance Indicator
MM	Maintenance Manager PSD
PCC	Police & Crime Commissioner
PSD	Property Services Dept
SEG	Strategic Estates Group
SGP	Strategic Growth Planner PSD
SM	Strategic Manager PSD
VFM	Value For Money