

Derbyshire Police & Crime Commissioner

Asset Management Strategy 2020 - 2035.



Police and Crime Commissioner for Derbyshire.

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Foreword

Developing a sustainable, modern and demand-led property estate is vital for the delivery of high-quality policing services in Derbyshire. Our workspaces are not only important for the wellbeing of officers and staff they also visually demonstrate our values and principles and represent our commitment to public safety.

Derbyshire Police has faced unprecedented financial challenges during the last decade. These difficulties are not over and it remains as critical as ever that we support our hardworking officers and staff with modern working environments which utilise public funds in the most innovative and economic way.

Much of Derbyshire Police's estate is outdated, having been designed in a different era of policing. It has suffered an acute lack of investment over the years and does not stand up to current demand challenges or new operational approaches.

Amid the pressures of austerity, we have realised better ways of working and are reaping the benefits of closer partnership working. This ambitious approach requires buildings that are not only fit for purpose but which allow us to work directly alongside our delivery partners. We also want to play our part in protecting the environment and tackling climate change with environmentally responsible buildings which support the further introduction of greener technologies, including vehicle charging, to reduce our carbon footprint.

As ever, these desired changes require investment and must be balanced with our available resources and operational needs. However, we have already made a positive start. Derbyshire Police and Derbyshire Fire & Rescue Service (DFRS) are now jointly-located in the new headquarters building at Ripley. This replaced outdated and obsolete buildings and shared the construction costs across both organisations. It also reduced the burden of on-going running costs through the development of the Limited Liability Partnership (LLP).

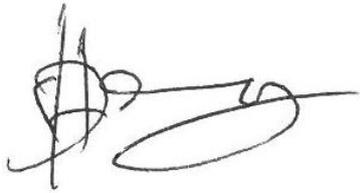
We have also seen the relocation of the Fire service's training facilities at Kingsway Fire Station in Derby and from their legacy headquarters site at Littleover to a new specialist joint training facility for Police and Fire at the Ripley site. As well as reducing costs, it has increased opportunities for interoperability by providing an environment for both organisations to train together.

Where it makes operational sense we should share buildings with Derbyshire Fire and Rescue Services. Both organisations hold a portfolio of assets across Derbyshire and are committed to making them as efficient and effective as possible. This Asset Management Plan provides a mechanism for future co-location and joint development either through the partnership or through more traditional landlord and tenant arrangements.

It also includes plans for three new policing hubs at Ascot Drive in Derby, the North East (around junction 29 of the M1) and one in the North West (in the vicinity of

Chapel), while retaining local stations in communities to support our commitment to neighbourhood policing.

Above all, this new Strategy gives us the opportunity to provide something truly unique and innovative for our communities, while reducing our expenditure and working more effectively through collaboration.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Hardyal Dhindsa

Police & Crime Commissioner for Derbyshire

Police and Crime Plan:

Under the Police Reform and Social Responsibility Act 2011 the Derbyshire Police and Crime Commissioner (DPCC) must produce a Police and Crime Plan which sets out the Commissioner's strategic police and crime objectives for Derbyshire.

The Police and Crime Plan for Derbyshire can be found at www.derbyshire-pcc.gov.uk/Document-Library/Your-PCC/Police-Crime-Plan/Derbyshire-Police-and-Crime-Plan.pdf

Medium Term Financial Strategy:

The purpose of the Medium Term Financial Strategy (MTFS) is to provide information to the DPCC, Members, officers, the public and other stakeholders on the DPCC's planned revenue and capital expenditure and its financing over the next four years. It supports affordable, sustainable service delivery through the planned use of revenue budgets, capital budgets, reserves and balances.

Asset Management Strategy:

Vision:

'...To provide a modern, flexible, sustainable and resilient workplace in which our partners can co-locate and work together to enhance the quality of service delivery to our communities through collaboration and effective working'.

The Asset Management Strategy is the planning process for the DPCC to enable the systematic preparation and assimilation of information in order to optimise the deployment and utilisation of land, buildings and other assets. Much of the day-to-day information for the strategy will be contained in an asset management database. The Asset Management Strategy is a living document and will develop on a 5 year planning cycle over the next 15 years, reviewed and updated annually.

The Asset Management Strategy provides:-

- An overview of operational needs, aims and objectives
- An overview of property aims and objectives
- An environmental statement
- Statement of current portfolio
- Key areas for change
- Preferred options for key areas of change
- Investment governance and decisions
- Implementation programmes

The Planning Cycle:

The DPCC will undertake an annual review of the feasibility opportunities for wider estates sharing between emergency services in Derbyshire. This may be directly with partners of choice or through established programmes such as the 'One Public Estate Programme' (OPE).

Where opportunities are identified, the DPCC will consider the range of appropriate options that deliver both value for money and effective customer services for people in Derbyshire.

Where opportunities are approved by the DPCC and delivered through an alternative vehicle such as the OPE, they will be reported through both the governance structure of the delivery vehicle and through the DPCC governance structure.

The five-year cycle is the principle on which work on the plan will be based. The cycle has begun with a complete refresh of AutoCAD drawings of estate buildings and assets, building condition surveys, building suitability and sufficiency assessments and regulatory inspections and checks. The end of the 5 year cycle will denote need to refresh this information to ensure that the decision making processes are correctly informed.

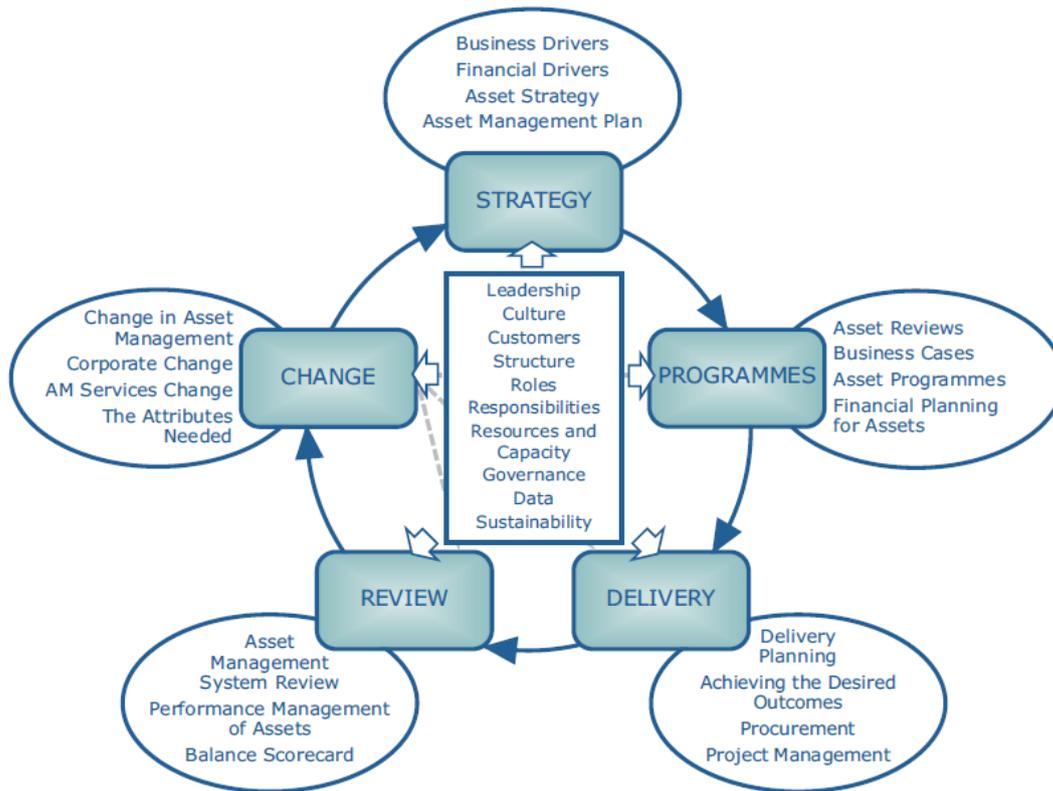
The recent Asset Condition Surveys and supporting assessments have identified that a backlog in investment has accrued requiring an overall investment of £17.8m over the next five years.

The Asset Management Strategy will assist the DPCC in targeting and utilising resources effectively and investing appropriately to ensure that the DPCC's assets contribute towards the continuous improvement of Service delivery for Derbyshire Police, its partners and the Communities it serves.

For example, during 2019 adaptations have been made to an existing Operational facility to provide a victim focussed facility for Sexual Assault Referrals (SARC) and during Q1 2020, a surplus temporary building at Headquarters will be adapted and refurbished to enable the delivery and roll out of a wider Taser programme to safely equip Officers on duty.

The Asset Management Cycle:

This diagram explains how the Asset Management Strategy reacts to changes to ensure that it delivers for the business needs of the DPCC and its partners. The cycle is integrated into the DPCC governance arrangements to ensure that the necessary due-diligence is observed when changes are implemented.



Strategy:

The Asset Management Strategy is the process by which the DPCC will resource Operational Service Delivery and Support assets and enable effective and efficient service delivery to the communities of Derbyshire.

Future service delivery needs will be determined by the work currently being undertaken in respect of demand management and the target operating model.

This may prompt land searches and acquisitions to enable future new buildings in advance of programmes of funding where the opportunity will support future Operational Service Delivery.

Programmes: Current Funded Programme and Departmental Projects to 2024:

Capital Replacement:	Planned Maintenance:	Co-locations (including planned schemes):	Departmental:
Ascot Drive Hub. North East Hub. North West Hub. HQ Master Planning (feasibility)	£3m Annual Revenue Budget – funding is targeted to meet demand within the current identified priorities	Ashbourne. Bakewell. Shirebrook. Clay Cross. Heanor. Long Eaton. Matlock. Buxton (*). Glossop. Staveley. Belper. Swadlincote. Derby (Kingsway). New Mills. Bradwell. Headquarters (Stores and Training).	Refresh of Stock Condition Surveys. Refresh of AutoCAD drawings. Consultants Framework. Contractors Framework. Departmental Merger. Departmental Restructure. 5 Year Procurement Plan.

(*) this will not be at Buxton Fire Station due to feasibility issues.

Currently the DPCC has an approved plan for the capitalised maintenance for 2019/2020 and approved plans to construct new Hub Police Stations at Ascot Drive in Derby and at J29a of the M1 Motorway in the North East of Derbyshire. In addition, approval has already been given to undertake a detailed feasibility study and possible associated land acquisition to build a Hub Police Station in the central High Peak in the vicinity of Chapel as part of a wider plan for that community that also includes police stations in Buxton and Glossop and co-located stations with DFRS in New Mills and the Hope Valley. And to undertake a feasibility study and master planning exercise for its Headquarters site.

Delivery:

Projects will be delivered by the Assets Team in conjunction with their professional advisors.

To ensure that projects deliver the Force priorities, individual business cases will be developed in consultation with the Strategic Estates Board; approved by the Design Board and monitored through the Operational Assets Programme Board.

Any reports by exception will be reviewed by the Design Board as appropriate.

Review:

The overarching programme will be reviewed annually and changes may be made to reflect any changing needs and priorities of the DPCC. Under the direction of the DPCC and Chief Constable, the Strategic Estates Board will provide an overview of the direction and priorities, commissioning further work and feasibility reviews of future developments.

Change:

This strategy will be reviewed annually to take account for political, economic, social and technological changes or changes in demand that impact on operational policing.

Asset Management Strategy:

Statement of Context:

This strategy has been developed to provide a focus on the future needs of the DPCC and its partners including how the strategy can serve to deliver, where appropriate to do so, the needs of the partners in the most economic, efficient and prudent manner.

Asset Management Structure:

A flow chart showing the key processes of Asset Management is shown in figure 1. In summary this includes:

- Review of the existing assets (Independent 5 Yearly Stock Condition Survey) – to assess condition, suitability, sufficiency, regulatory needs - timeliness(*opportunity*)
- Review of areas of duplication
- Review of the existing needs
- Review of future needs – demand management
- Development of financial models to meet the future needs
- Options appraisals
- Business case for preferred options and seek appropriate approval for funding
- Implementation

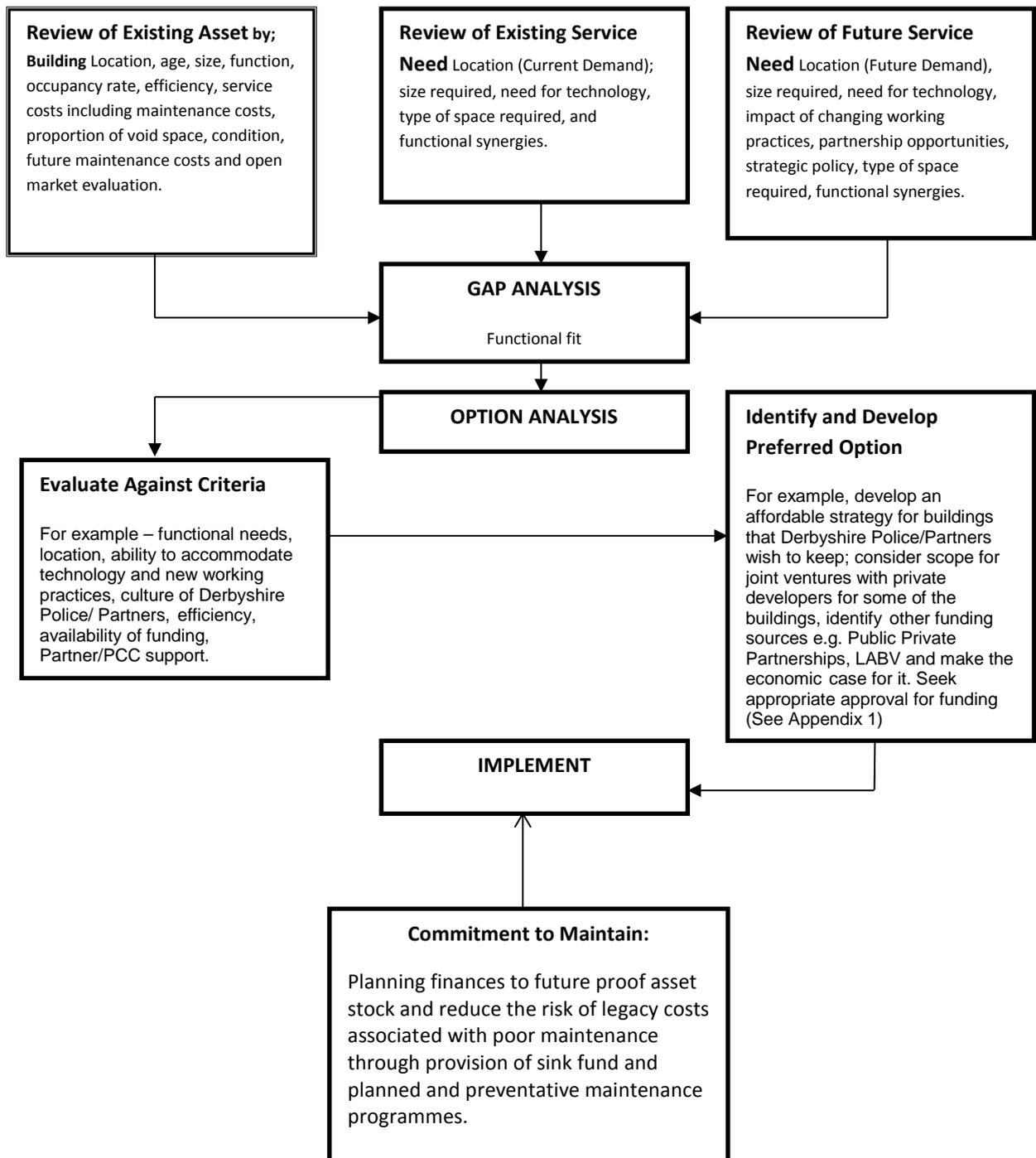
Statement of Current Portfolio:

The portfolio condition surveys were updated during August – September 2019 and are hosted on the Concerto – Asset Management Database.

The condition surveys identify the current backlog and have been used to support the development of the capital strategy for maintenance and building replacement by following the Asset Management Structure at Figure 1.

Figure 1

ASSET MANAGEMENT STRUCTURE



Management of Shared Assets:

The DPCC and DFRS manage the joint assets including the Joint Police and Fire Headquarters (JPFH) and Joint Training Centre (JTC) through a partnership vehicle - DPFP LLP. The DPCC and Chair of the Fire Authority chair the meetings of DPFP LLP and have a management board that represents both organisations equally.

Corporate Management and the Role of the Corporate Property Officer:

The DPCC, DFRS and DPFP LLP will designate a Corporate Property Officer (CPO). The CPO will report to the DPCC, Fire Authority and DPFP LLP Operational Board and on request to the DPFP LLP Management Board.

The Corporate Property Officer has a nominated role to oversee all property, asset and estates management functions for the three organisations and deliver an effective and efficient Asset Management Strategy that considers the needs and priorities of all three organisations.

The CPO will report via the approved governance arrangements to each organisation.

Procurement:

Procurement will be undertaken in accordance with UK, European and Local Government Procurement Regulations and will be undertaken by or in full co-operation with the Procurements Departments within the DPCC and DFRS.

Where possible procurement activity will be co-ordinated to enable contracts to service the requirements of DPCC, DFRS and DPFP LLP in order to benefit from economies of scale in procurement, contract management and financial management.

Environment:

The DPCC recognises the threat posed by climate change and of the need for Derbyshire Police to play its role in contributing to reducing carbon emissions. All new buildings will be built in accordance with the Building Research Establishment Assessment Method (BREEAM) to a rating of Very Good.

This assessment will consider issues such as:

- Energy
- Land use and ecology
- Water
- Health and Wellbeing
- Pollution
- Transport
- Materials
- Waste
- Management

The commitment will start with the new North East Hub project on J29a of the M1.

A particular priority for the DPCC will be a focus on Green Fleet Technology due to the large operational fleet required to deliver operational Policing. Future new build projects will place an emphasis on enabling the further introduction of greener technologies by providing vehicle charging at new locations.

TABLE 1 - DATA MANAGEMENT

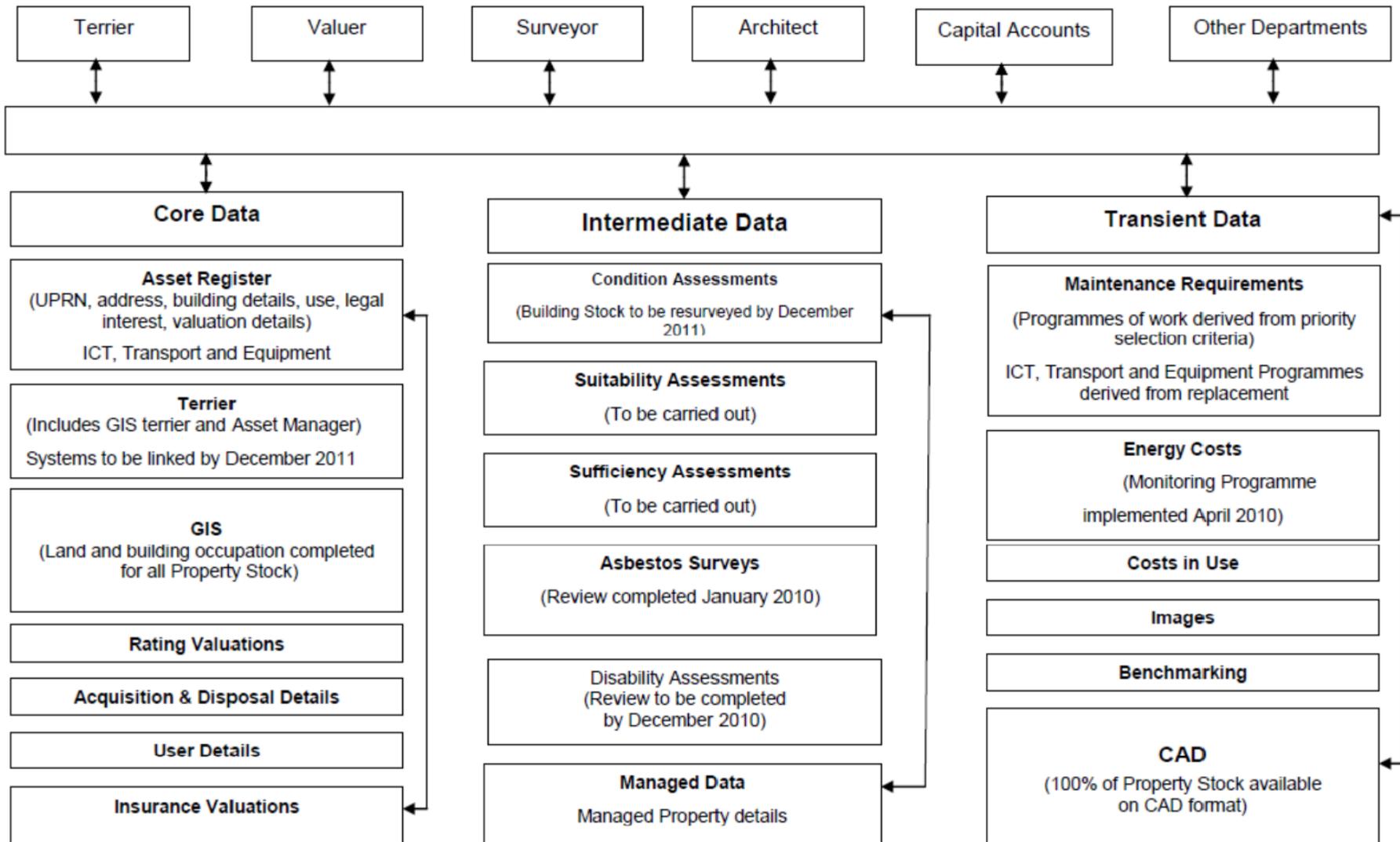


Table 2: Condition Priority Data:

Priority	Condition
1 (Urgent work to prevent closure of premises or serious risk)	D Life expired (Serious risk of imminent failure)
2 (Essential work required within 2 years)	C Poor (Exhibits major Defects)
3 (Desirable work required within 3-5 years)	B Satisfactory (Performing as intended but minor repairs required)
4 (Long term work outside the 5 year period)	A Good (Performing as intended and operating efficiently)

TABLE 3 – CONDITION PRIORITY EVALUATION

