Joint Estates Strategy
&
Asset Management Plan

Police and Crime Commissioner for Northamptonshire
Northamptonshire Police

2018 – 2030

The estate is one of the key enablers for any organisation, especially a vital emergency service. There has been a significant under-investment in our infrastructure that now manifests itself as both a threat and an opportunity.

The threat is obvious in that the current police estate is, in the main, unfit for purpose. We have too many expensive buildings that are inefficient, in the wrong place, not maintained and do not provide the service required by our officers and staff. This, however, leads us to the opportunity to take a comprehensive look at our estate and along with our other emergency service partners consider what we need from our collective estate.

This is what we are now doing. For the first time in many years we will have a costed and affordable strategy and detailed plan to deliver a fit for purpose enabling estate that delivers what we want and where we want it. Aligned to modern technology and working practices our collective estate will work for us.

I urge you all to participate in the development of the plan and be part of this exciting and transformation improvement to emergency service delivery in Northamptonshire. Ultimately, the estate needs to help us to keep Northamptonshire safe.

Stephen Mold
Police and Crime Commissioner for Northamptonshire

"The purpose of Northamptonshire Police is to protect people from harm. I want to ensure that all of our officers and staff have the right tools at their disposal in order to fulfil our purpose which includes them having access to buildings and facilities that are fit for the 21st Century and meet their needs."

"I want Police officers and staff in Northamptonshire to be visible, accessible and available to members of the public who have concerns about crime and their local communities. I want my officers and staff to work in partnership with other organisations who are obligated to a maintain a commitment to public safety and other interested parties in order to better protect people from harm and this estates strategy for the first time sees the Force taking a much more flexible and collaborative approach in meeting the needs of the public."

Simon Edens
Chief Constable

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Introduction

The RICS Public Sector Asset Management Guidelines, 2012 edition, state that: "Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives".

There are three core elements to the Estates Strategy & Asset Management Plan, as outlined in the RICS Guidelines, which are included within this overall suite of documents:

1. Estates Strategy and associated Property Asset Management Policy (Part A) – establishing the directional of travel for built assets.
2. Asset Management Plan (Part B) - including detailed information to support the Estates Strategy.
3. Implementation Plan (Part C) - detailed future requirements and planned work, where required, for each building within the estate.

In addition there is a fourth part that forms an integral part of the estates strategy and that is the strategy surrounding how the estate will be utilised by staff. Therefore, the Agile Strategy has been included as Part D.

The Estates Strategy & Asset Management Plan will remain in place until 2030 but will be reviewed annually to monitor targets, update information in the Asset Management Plan and refresh the Implementation Plan.

Context

Northamptonshire's policing estate (the "estate") currently consists of 39 sites, which includes main sites, joint/partnership sites and drop in locations. There has been a historical and continuing lack of investment in the estate over the last 25 years. Therefore, in order for the estate to perform its' role as a key enabler, changes are required in terms of locations, functions and design.

Whilst the location of local police buildings can be an emotive issue for local communities, the nature and type of threat have evolved almost beyond recognition from 25 years ago and the estate must allow emergency services and partners to both meet the current and also evolving threats facing the public.

Technology and legislation have been fundamental factors in the changing nature of both crime and fire prevention also the required response. There is an increasing trend of online and technology enabled crime, which is not challenged by locality based estate. Additionally, the footfall within existing front counters is small and continuing to decrease. Mobile technology for police officers and staff is improving and will allow for less reliance on fixed locations to perform their duties and complete essential administration. The estate landscape has and continues to change.

However, the estate needs to accommodate many functions which are specific to the delivery of emergency service requirements. Some of the key functions include custody, control rooms, archive and exhibits storage, IT data centres, covert premises and police dog kennels.

Additionally, there will be a change in the governance arrangement for the Northamptonshire Fire & Rescue Service in 2018, this will increase the joint estate portfolio. This strategy will need to be revised to incorporate the increased estates portfolio and ensure maximum benefit is achieved.

Part A

Estates Strategy
2018 – 2030

Estates Strategy

In practical terms, the Estates Strategy sets out the framework for managing our estate portfolio until 2030. It is written as a guide to future strategic property decisions, ensuring that we manage our property portfolio, in conjunction with our internal colleagues, in an effective manner. Through it, the Estates Service will support the delivery of the Police and Crime Commissioner's Police and Crime Plan and the ambitions of Northamptonshire Police. To do this the challenge is to adapt the estate to fit with a changing and leaner organisation, and yet provide effective operational policing and support bases. This work also has to be crafted around the Key Outcomes and Supporting Objectives of the PCC:

- Keeping the young safe
    - Child exploitation
    - Early intervention
    - Online safety
- Community partnerships
    - Accessibility and visibility in urban and rural areas
    - Anti-social behaviour and hate crime
    - Road safety
- Protecting people from harm
    - Domestic and sexual abuse
    - Modern slavery and human trafficking
    - Drugs, alcohol and mental health
    - National and international threats
    - Burglary
    - Cyber enabled crime
- Victims at the heart of justice
    - Support to victims and witnesses
    - Swift and sure justice

There are a wide range of police building assets that are essential for the delivery of operational policing and its support services. It is essential that these assets are managed robustly and flexibly to cater for the changing needs of modern policing and service delivery to the public. The Estates Strategy sets out the direction of travel over the next 5 years along with the outline intent through to 2030, reflecting the changing environment in which we operate, responding to an age of austerity and meeting the challenge of evolving local, regional and national threats. The strategy will be reviewed at least annually to ensure the context, political direction and operational requirements remain valid.

An intention of the Estates Strategy is to reinforce the corporacy of estate planning, maintenance and provision. To this end, the Estates Service will act as "**corporate landlord**" on behalf of the Police and Crime Commissioner (PCC).

In particular, the Estates Strategy will:

- Set out how the Estates Department will work with the Commissioner and the Chief Constable to ensure fit for purpose facilities that are required to deliver effective operational policing
- Support front line policing by providing fit for purpose buildings and facilities to support operational requirements in a cost effective way
- Support the delivery of the Police and Crime Plan and complement other plans and strategies such as IT Strategy, Service Delivery Model and Agile Strategy

The Estates Strategy aims to deliver an estate which will be more efficient, lower cost to run and which is flexible enough to respond to the developing service requirements. It will allow the Force to maintain high quality services, to improve effectiveness and to ensure good value for money by the efficient use of a key resource. The Strategy seeks to deliver the right balance between operational delivery and affordability.

Vision

The vision for the estate is to:

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

Estates Strategic Ambitions

Fit for purpose estate	• Develop a smaller rationalised modern estate which aligns with the Service Delivery model and assists in improving public confidence and visibility within our communities. • Provide flexibility within the estate, including 'open plan' areas and reduced cellular spaces, for future adaptation and delivery of agile and mobile working practices. • Consolidate and centralise functions into operational hubs for improved efficiency and team working.
Improve visibility and accessibility	• Set standards for the quality and professional appearance of buildings which reflect a quality organisation. • Accessibility for Public, Staff and Suppliers/Contractors – improve physical access, signage and information.
Comprehensive building information	• Carry out a full assessment of the estate, using examples of good practice, benchmarking and agreed standards to ensure that accommodation is 'fit for purpose'. • Implement a full review of all buildings using the 6 facet model and visibility assessment to enable a targeted approach to estate improvements.
Rationalise our estate	• Reduce the estate footprint • Reduce average space per FTE. • Reduce estate running costs (including cost avoidance) by Dec 2017, and identify further opportunities for efficiencies to 2020. • Undertake changes to the estate to support the implementation and use of mobile technology and agile working practices. • Reduce maintenance liabilities (backlog) and identify where capital investment/disposal is needed ensuring VFM approach in all projects.

Support the delivery of key projects	• Implementation of estate changes to support SDM • Implement re-provisioning and public access works where appropriate, to improve public contact. • Develop and implement project works to reduce the carbon footprint and associated revenue running costs. • Improve force wide site security and access systems. • Undertake an occupancy and utilisation review of all properties. • Establish robust Asset Management solution.
Support the protection of public and public safety	• Facilitate the provision of estate for Specialist Units. • Support the further development of Multi Agency Safeguarding Hubs and Community Safety based projects.
Improve Sustainability	• Develop sustainable solutions to mitigate the impact on the environment by police assets, including the increased use of renewable energy across the Force, • Promote 'Green' credentials and 'good citizenship' of the estate, supporting the local economy and supply chain where possible, • Meet Government targets for energy and carbon emission reduction.
Work with partners to identify opportunities to collaborate and co-locate	• Develop a collaboration database of joint work across the Force. • Develop the One Public Estate initial agreement to support and enable collaboration and re-provisioning of police accommodation with public sector and community based partners, to share building resources.
Ensure Estates supports the Northamptonshire and the East Midlands regional agenda	• Assist in the development and implementation of regional estates use where operationally viable and practicable • Support the use of regional contracts where appropriate, and operate in line with the procurement strategies, including sustainable procurement.

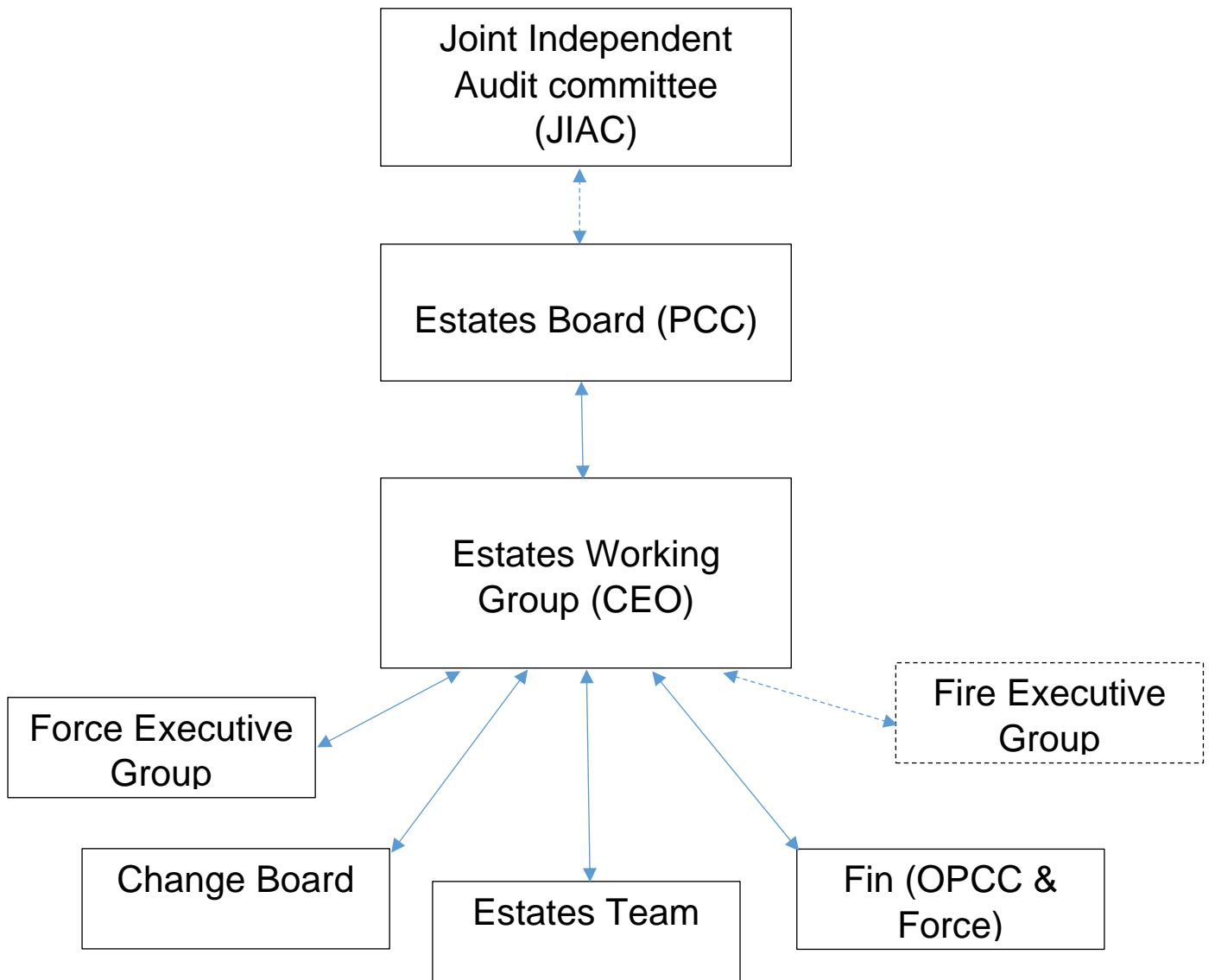|	
Ensure buildings meet all Health and Safety requirements and security standards	• Carry out and act upon health and safety inspections across the Force estate
Self-generate funds to improve and enhance the estate	• Sale of buildings as per forecast • Maximum sale value achieved

Governance

As the estate is owned by the Police and Crime Commissioner, he has ultimate responsibility for agreeing the Estates Strategy and to approve individual Business Cases. To support the PCC in managing the estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:
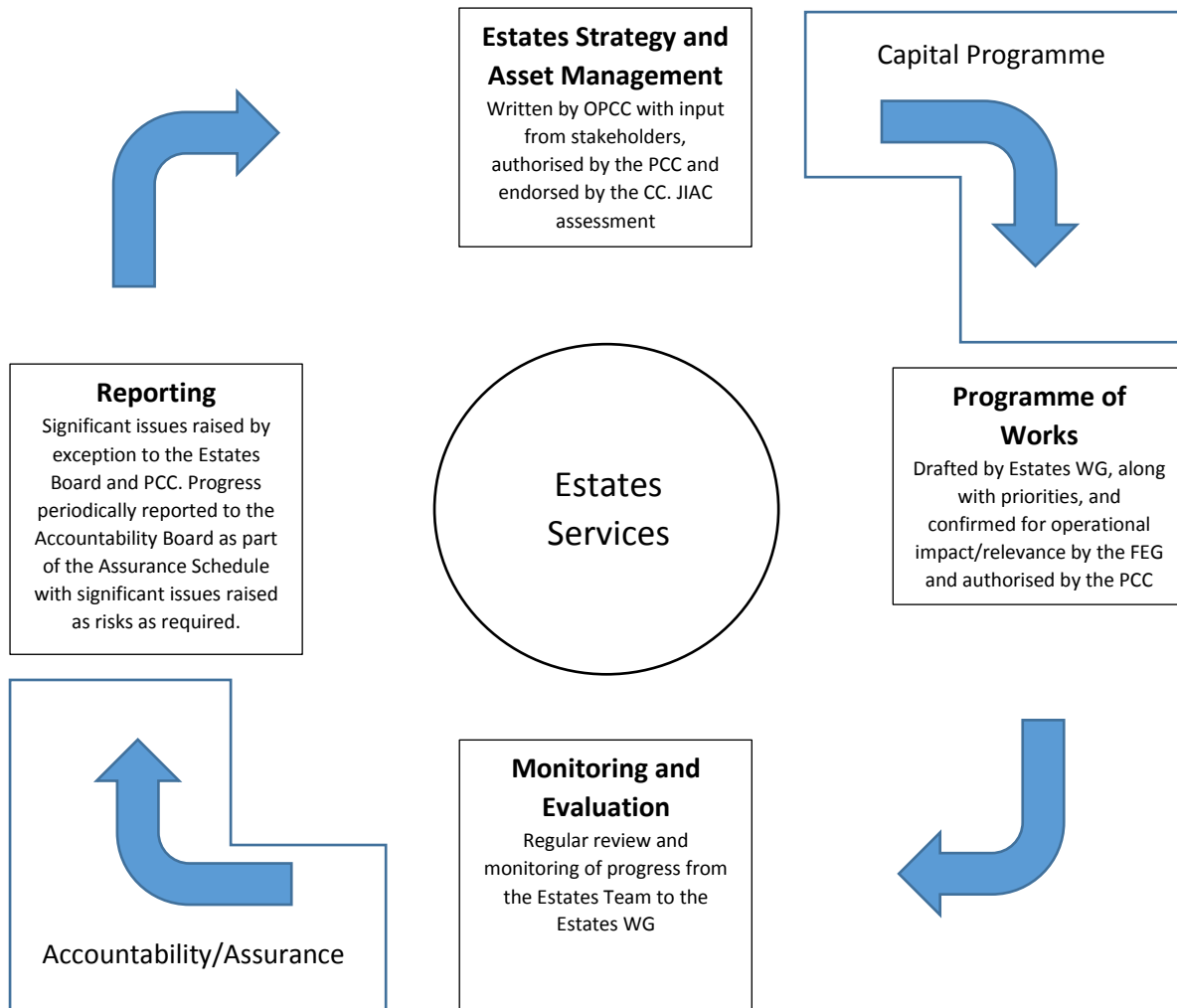
Joint Independent Audit Committee — Attended by the Chief Executive, Deputy Chief Constable, Section 151 Officers and senior representatives. Aim to oversee the estates strategy, governance processes and adherence to decision making policies allowing for the approval of Business Cases to achieve the Strategy.

Estates Board — chaired by the PCC and attended by senior representatives of the OPCC, Force & Fire with the responsibility for determining the strategic direction and managing strategic risk. This Board also oversees progress with the implementation of the Estates Strategy and the development and monitoring of key performance indicators for the estate.

Estates Working Group — chaired by the Chief Executive and attended by representatives of the Force, with the responsibility for determining the operational requirement, identifying priority works, monitoring progress, monitoring finance (capital and revenue) and managing risk.

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                    ┌─────────────────────────┐
                    │   Joint Independent     │
                    │   Audit committee       │
                    │        (JIAC)           │
                    └─────────────────────────┘
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                    ┌─────────────────────────┐
                    │   Estates Board (PCC)   │
                    └─────────────────────────┘
                              ↕
                    ┌─────────────────────────┐
                    │   Estates Working       │
                    │     Group (CEO)         │
                    └─────────────────────────┘
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Joint Independent Audit committee (JIAC)

Estates Board (PCC)

Estates Working Group (CEO)

Force Executive Group

Fire Executive Group

Change Board

Estates Team

Fin (OPCC & Force)

The annual work flow to establish and review the estates strategy followed by implementation of the agreed programme of works is as follows:

Estates Strategy and Asset Management
Written by OPCC with input from stakeholders, authorised by the PCC and endorsed by the CC. JIAC assessment

Capital Programme

Reporting
Significant issues raised by exception to the Estates Board and PCC. Progress periodically reported to the Accountability Board as part of the Assurance Schedule with significant issues raised as risks as required.

Estates Services

Programme of Works
Drafted by Estates WG, along with priorities, and confirmed for operational impact/relevance by the FEG and authorised by the PCC

Accountability/Assurance

Monitoring and Evaluation
Regular review and monitoring of progress from the Estates Team to the Estates WG

Challenges

The current estate evolved to the form it is today in order to meet the needs of traditional policing. Now, in response to the changing external environment the Force is restructuring and introducing new operating methods, which will drive significant estate changes over the next 5 years. However, the focus of work on the estate is also to achieve financial savings. This involves challenging how we use our property and how we can use it more efficiently.

Supporting this Strategy will be the Asset Management and Implementation Plans. The latter will form the basis for workload planning and implementation and will be reviewed and updated through the quarterly Estates Working Group and reported to the Estates Board annually.

To meet the challenges of the changing demands on policing, the Force has reviewed its operating model, which is now predicated on demand based policing. It is Northamptonshire Police's strategic intention to identify property requirements in all geographic areas. This will mainly lead to the requirement to divest ourselves of a number of properties and, in a number of cases where gaps in the estate are identified, to provide policing services from new operating sites, either through acquisition or by sharing buildings with partners.

Additionally, we will be able to streamline accommodation to meet changing demands, communications and operating methods being presented by the new equipment. Whilst this will reduce the reliance on the built infrastructure it will also enable further joint working and sharing of accommodation, particularly as 'drop in' points where in many cases a police officer will no longer need to return to a police base to access police systems. There will be a substantial number of mobile devices issued, along with vehicle adaptations which will enable more remote operation. This stepped change to move to 'virtual buildings' will reduce the need for the traditional building infrastructure, and supports the development of a more flexible, agile and visible police workforce.

The focus of the estate will therefore be one of rationalisation and consolidation, which benefits by saving revenue budgets. This will involve divesting ourselves of buildings no longer of suitable standards or in unsuitable locations. We will actively work with partners to find opportunities to collocate and share costs, especially to re-provide required services in the same area and thereby maintaining, if not improving, the visibility of policing services. Wherever possible the intention will be to maximise capital receipts from surplus buildings, reinvesting a significant portion of the receipt back into the estate to drive out further savings. This is reflected in the strategic ambitions section.

Efficiency

Northamptonshire Police will improve the efficiency, flexibility and sharing of its facilities which will reduce the resources needed to run and maintain poorly performing buildings, allowing resources to be focused on key challenges.

Suitability, sufficiency and condition of a building are a gauge of 'fitness for purpose' and should always be considered in determining future investment. Work in this area is expected to use an expanded 6 facet survey assessment to determine whether or not our buildings meet a basic required standard. Further aspects considered in this area are overall quality, statutory compliance and utilities running costs. In addition, it is necessary to ensure that visibility is also considered on each site to give the public assurance of policing presence and provide an image of a professional organisation. This is set out in further detail in the Implementation Plan section (Part C). Where re-providing police services in partner buildings we expect similar standards as a minimum.

Any business case for further property investment or alteration should consider:

- How the project supports the 6 facets and visibility
  (Condition, Suitability, Space Utilisation, Quality, Compliance, Energy)
- How the project improves efficiency and, where possible, generates revenue savings

Part B
Asset Management

Estate	Role	Intent	Date avail for disposal	Investment required	Estimated date for investment	Annual Running Costs	Tenure	Condition Survey Priority	Remarks
31 WOOTTON HALL PARK	training	Retain	NA	20,000	18/19	4,555	FREEHOLD		Training review required
BRACKLEY	SCT base	Disposal	Autumn 18			18,938	FREEHOLD		
BRIXWORTH	SCT base	Disposal	Spring 18			11,157	Tenancy at will		
CAMPBELL SQUARE exc Robert St, owned (2 bldgs)	Community	Retain	NA	750,000	19/20	264,178	LEASEHOLD (999 yr lease)	Pri	Operational requirement for Northampton to be confirmed. Investment appraisal required to estab WF and Campbell Sq (incl Roberts Street location & other factors such as Business Continuity). Note 2
CORBY (2 bldgs)		Disposal	Mar-18			172,743	FREEHOLD		
CRIMINAL JUSTICE CENTRE	Custody	Retain	NA	350,000	part 18/19 200, 000 (charge desk cooling). part 20/21	700,953	FREEHOLD		
DAVENTRY	hub	Retain	NA	250,000	19/20	125,199	FREEHOLD		
DESBOROUGH	SCT base	Disposal	Spring 18			9,803	FREEHOLD		Options Appraisal required
DUSTON POLICE BOX	SCT base	Retain	NA	15,000	18/19	7,128	FREEHOLD		
EARLS BARTON - 94 Northampton Road	vacant - medium term operation	Disposal	unknown - upon operation completion			5,409	FREEHOLD		Options Appraisal required
EARLS BARTON - OFFICES & STORE	DP	Retain	NA	20,000	18/19	123,545	LEASEHOLD	Pri	Risk and capacity assessment required. 12/12/17 - Paper being presented to COT to determine future requirement and potential to purchase freehold
EASTON on the HILL	Aerial mast	Retain	NA		18/19		FREEHOLD		Rent opportunity to be explored from other users
ELEANOR HOUSE	EMSOU major crime	Retain	NA	15,000	18/19	89,634	LEASEHOLD		
FINEDON	vacant	Disposal	Autumn 18			14,197	FREEHOLD		

Estate	Role	Intent	Date avail for disposal	Investment required	Estimated date for investment	Annual Running Costs	Tenure	Condition Survey Priority	Remarks
FORCE HEADQUARTERS (16 BUILDINGS)	Jt HQ & hub	Re-develop	NA			919,962	FREEHOLD		Consultant options being developed
KETTERING		Disposal	1/11/17			101,204	FREEHOLD		
KINGSTHORPE POLICE BOX	SCT base	Retain	NA	25,000	18/19	6,099	FREEHOLD		Initial HOTs received Dec 17 for reprovision within partner facility. Op req for location to be relocated between 1 Aug 18 - 1 Jun 19
MEREWAY OFFICES (A, B & C)		Disposal	1/1/18			211,425	FREEHOLD		FST/ESFA purchasing subject to contract
MEREWAY RANGE	Training and EMoPPS firearms & traffic team	Retain	NA	1,700,000	part 18/19 £1.2M part 20/21	40,828	FREEHOLD	Pri	Condition survey required. Training review required.
NORTHERN ACCOMN BUILDING	hub	Retain	NA		20/21		FREEHOLD		
OLD PORSE GORSE - RADIO SITE	Aerial mast	Retain	NA				LEASEHOLD		Rent opportunity to be explored from other users
OUNDLE	SCT base	Disposal	Autumn 19			13,488	FREEHOLD		Options Appraisal required
PORTLAND PLACE POLICE BOX	SCT base	Disposal	NA			2,461	LEASEHOLD (Pepperc'n)		Requirement tbc
POTCOTE - RADIO SITE	Aerial mast	Disposal	Summer 18	70,000	18/19		LEASEHOLD		
PYTCHLEY MOTORWAY POST	EMoPPS base	Retain	NA	30,000	19/20	39,280	FREEHOLD		
ROBERT STREET (parts)	Justice dept	Retain	NA	30,000	20/21		FREEHOLD		Operational requirement for Northampton to be confirmed. Investment appriasal required to estab WF and Campbell Sq (incl Roberts Street location & other factors such as Businness Continuity)
ROTHERSTHORPE MOTORWAY POST	EMoPPS base	Retain	NA	15,000	18/19	6,556	LEASEHOLD		EMOpSS review?

Estate	Role	Intent	Date avail for disposal	Investment required	Estimated date for investment	Annual Running Costs	Tenure	Condition Survey Priority	Remarks
RUSHDEN 71/73 NORTH STREET (HOUSES)	vacant	Disposal	Spring 18			24,130	FREEHOLD		
RUSHDEN STATION	LRO base	Disposal	Spring 18			29,858	FREEHOLD		
SALTHOUSE ROAD - STORE & SAFER ROADS	Police and Fire stores. Safer Rds team	Retain	NA			172,500	LEASEHOLD		
ST JAMES POLICE BOX	SCT base	Retain	NA	10,000		1,282	LEASEHOLD (Peppercorn)		Requirement tbc
TOWCESTER	LRO base	Disposal	Autumn 18			58,182	FREEHOLD		Future provision to be established in Towester area
TOWCESTER ROAD OFFICES	Regional Occ Health Unit	Re-provision				11,118	FREEHOLD		
UNIVERSITY of NORTHAMPTON	training	Disposal	NA	1			LEASEHOLD		Training review required
WATFORD GAP SCT BASE/MOTORWAY POST	vacant	Disposal	Spring 18	1		9,577	LEASEHOLD - Vacant		Lease ownership and disposal method to be determined
WELLINGBOROUGH	hub	Retain	Autumn 19		18/19	131,845	FREEHOLD	Pri	
WESTON FAVELL	hub	Disposal	NA	1,500,000	19/20	163,674	FREEHOLD		Operational requirement for Northampton to be confirmed. Investment appraisal required to estab WF and Campbell Sq (incl Roberts Street location & other factors such as Business Continuity). Note 2
WW Justice Centre	Custody	Retain	NA	25,000			FREEHOLD		
YARDLEY CHASE - TRAINING BUNKER	EMoPPs training	Retain	NA	10,000	18/19	17,783	LEASEHOLD		Link to EMOpSS review and Training review
TOTALS				3,465,002		2,201,165			

Notes:

1. Summary:
   - 39 locations
   - 21 retain, 17 dispose, 1 re-provision
   - 26 freehold,12 leasehold, 1 tenancy at will
2. Operational appraisal requested in Dec 17 – requirement within Northampton – Weston Favell and/or Campbell Sq

Part C
Implementation Plan (2018)

Implementation Plan

Aim

To provide future direction and implementation of a 21st Century estate.

This Implementation Plan follows the strategic direction of the Estates Strategy so that it supports the Police and Crime Plan and enables efficient and effective delivery of emergency services.

Background

Northamptonshire Police estate has seen very little investment over the last 30 years. A number of the large town centre police stations are now in need of significant upgrade or replacement.

Northamptonshire Police/Fire HQ was sold to the Education Funding Authority (EFA) in May 2016. A new arrangement will see a School being built at Mereway on land currently containing blocks A, B, and C. Planning for the redevelopment of the HQ site at Wootton Park is underway.

In March 2016 an executive order was signed to build the Northern Accommodation Building (NAB) on the outskirts of Kettering, on land already purchased by Northamptonshire Police Authority. In November 2016 an executive order was signed for the construction of a Learning and Development Centre on the same site. Planning permission has been granted for this building, however, environmental factors delayed this project and has led to other options being considered.

The original concept of the NAB was, to provide a 21st century building in the North of the County where staff currently based in Corby and Kettering would work, thus allowing the release of those two stations.

The Force is adopting 'Agile' working which enables staff to work away from police buildings or from different police buildings. The concept of fixed desks and work stations is being replaced by one of flexible space. The estate needs to be able to support this new approach.

The Service Delivery Model (SDM) has been designed to best align resources to demand. SDM has identified the need for four main 'hubs' to deliver response and investigation services. At present these have been identified as NAB, Weston Favell, Wellingborough and Daventry. The opportunities to deliver front counter services with partners are being further explored following the successful introduction at Northampton Guildhall and Kettering Borough Council. Opportunities for Safer Community Teams (SCT) to work from partner buildings are also underway, following the examples at Thrapston, Rushden and Kettering.

Northamptonshire Police, Northamptonshire Fire and Rescue Service (NRFS) and East Midlands Ambulance Service (EMAS) have a good history of interoperability and sharing estate. Any estates strategy needs to take into account the needs of all three organisations. This report captures the immediate needs of all three organisations.

An external consultancy have been working with OPCC/Force for a number of years providing expert advice and reports identifying costed options for the development of the estate.

Vision

To deliver an estate which will be more efficient and of lower cost to run, that is flexible enough to adapt to changing service delivery needs and will allow the emergency services to deliver high quality services. The estate must strike the right balance between affordability and operational delivery.

By achieving the vision it will:

- Create an efficient, fit for purpose sustainable estate that provides value for money and facilitates flexible working in line with the 'Agile' programme.
- Deliver an estate that provides an appropriate level of security for Officers, Staff and Information.
- Maintain operational standards of response
- Provides a visible and accessible service which enables multi-agency working.

The estate must support the four key pillars in the Police and Crime Plan (PCP) of keeping the young safe, community and partnership working, protecting people from harm and putting people at the heart of justice and should support the strategic objectives within the Fire and Rescue Service's IRMP of keeping our communities safe and well, keeping our staff safe and well and providing value for money.

Work Completed

- Operation Evolution completed in September 2017
- PIC completed and ready for occupation June 2017
- NAB completed by August 2017
- Executive order signed for the construction of a Learning and Development Centre (LDC) on the same site as PIC and NAB. Planning permission has also been granted, although project re-evaluated following environmental factors delayed construction
- SDM has identified need for four main operation bases
- Grant Thornton have provided a detail report on options for Fleet and transport
- A number of police stations have been identified for disposal
- Police and Fire are collocated at Thrapston and Mereway
- Police, Fire and EMAS are collocated at Rushden
- Police Officer and staff can access retained Fire Stations
- NFRS have developed Chelveston fire behaviour and 'COBRA' training facility
- NFRS have developed the Fire control facility in Daventry and procured a shared command and control system with Warwickshire.
- NFRS has developed a Command Development Centre at Daventry
- Chief Police, Fire and EMAS officers are collocated at Wootton Hall

Key Principles of the Implementation Plan:

Key principles, parameters and assumptions for phase 2 and 3

- Keep People Safe
- Protect people from harm
- School to be built on land occupied by blocks A, B and Ops building.
- To retain Firearms range
- Where possible to co-locate with partners
- Front Offices will be located with partners
- SCT teams will be located with partners
- SDM compliant
- Logistics and workshop will be joint emergency services
- ACPO/CFO/OPCC will be co-located
- Leased buildings should be surrendered where operationally practicable (Excludes Chelveston)
- Retention of community based services
- With the exception of Northampton there should only be one emergency building in each Town.
- Relocation of staff working in Walker House
- Relocation of staff working in Moulton Logistic Centre
- Relocation of staff working in the Headlands in Kettering.

Phase 2 of estates plan by 2020 - Redevelop HQ site to accommodate:

- Cyber Crime
- Confidential Unit
- ISD
- HR/Finance/Payroll
- Estates
- Special Branch
- Forensics
- Force planning
- Elvis
- Unison
- Counter Corruption/PSD/Vetting
- Fire arms Licensing
- Walker House
- Moulton Logistic Centre
- Data Centre Police and Fire
- EMAS HQ staff
- Police/Fire/NCC/EMAS work shop
- Police/Fire/NCC/EMAS stores
- Road Safety Team
- Reprographics

This would enable the following buildings to be released:

- Block A, Block B and Block C

- Walker House
- MLC
- Salthouse Road

Explore the option of an Emergency Services operational base at Moulton as part of the 'One Public Estate' opportunities. This could potentially allow for the relocation of:

- Weston Favell Police Station
- Moulton Fire Station
- Harborough Road Ambulance Station
- Major Crime

This would enable the following buildings to be released:

- Weston Favell Police station
- Moulton Fire Station
- Harborough Road Ambulance station
- Queen Eleanor House

Phase 3 of estates plan after 2020 (or sooner if practicable). To develop the concept of emergency services/Community hubs in the following areas:

- Daventry
- Towcester
- Brackley
- Rothwell/Desborough
- Oundle

Consultation with NFRS, County Council and EMAS. The outlined three phase plan involves the estate of the above three partners. Consultation on this plan needs to take place and agreement reached to allow detailed design to take place.

Conclusion

There is an opportunity to rationalise the estate of the emergency services in Northamptonshire, building on work already undertaken. This will deliver both operational and financial benefits. It will provide facilities that will enable staff to work more effectively and efficiently in delivering high quality services to our communities.

Part D
Agile Strategy (2017)

Agile Strategy and Road Map - 2017

Vision
"Through a culturally and technologically enabled truly agile workforce we will deliver service excellence, maximise efficiency and minimise cost"

Objectives

- To introduce a flagship agile working environment within the Northern Accommodation Hub (NAH) and any future estates developments in line with the estates strategy; supporting a reduction in overall estate footprint
- To develop suitable and flexible working environments for operational officers and support staff
- To devise suitable and flexible work space across the organisation to enable productive, efficient, collaborative approach to working practices internally; considering future scalability to include partners and external colleagues.
- To progress standardised approaches to the provision of IT equipment and asset management
- To identify services that enable functionality for conducting both transactional activities and administrative tasks
- To support the effective implementation of the Service Delivery Model (SDM)
- To engage with regional partners ensuring collaborative opportunities
- To ensure the wellbeing of officers and staff is considered within the introduction of agile working practices
- To deliver a change in culture throughout the organisation; focusing on treating work as an activity rather than a place

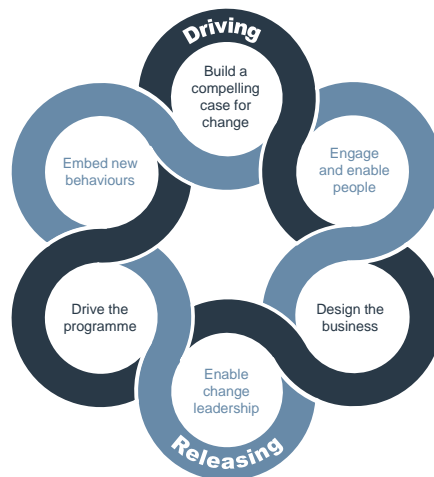| What is Agile Working? |
|---|
| Agile working allows flexibility within the workplace to enable teams and individuals to operate at an *appropriate* location to complete their tasks in the most efficient manner to meet the organisational need. Work is an activity not a place. |

Definition of Fixed Working
- Performs a **function** that can only be carried out from a specific location   - Requires **equipment or technology** that can only be used in a specific location   - Current **process** will not allow for working outside of a specific location   - The nature of the work or **security** required is such that is can only be carried out in a specific location   - An individual's circumstances requires it

Driving and Releasing Change
Agile working is a key enabler for other force programmes of work, Service Delivery Model (SDM), Estates Strategy (Op Evolution), Specials and Volunteers, and Tri-Force Collaboration, to work effectively together and realise benefits.   Without a complete change to the organisational culture, the adoption of agile working and the ability to fully achieve objectives and benefits of the other programmes, will not be realised. The programme will adopt some of the principles of PA Consulting's Driving and Releasing Change methodology in order to mitigate this   **Driving:** Ensuring the technical and delivery aspects are managed within time to deliver the programme; ensuring changeover is planned including any mitigation or fall-back plans to avoid disruption to operational continuity.   **Releasing:** Ensuring that all of those impacted by the changes are aware and prepared ahead of implementation. Recognising the level of willingness to change on behalf of stakeholders and addressing the support required to adopt the changes.

The focus will be on six elements:

• Building a compelling case for change	Communicating the rationale and proving the benefits
• Designing and driving the programme	Clear scope, detailed plan for delivery, support transition to business as usual
• Designing the business	Define and understand changes to business model. Implement, improve and embed.
• Enabling the change leadership	Provide clear vision, build capability and drive commitment. Personify the change as the new standard of 'how we do things around here'
• Engaging and enabling people	Identify and understand stakeholders. Assess impact of changes; understanding interdependencies. Provide support for transition. Maintain engagement activities to improve implementation and adoption.
• Embed new behaviours	Define desired behaviours. Identify gaps. Implement changes through empowering employees. Cement changes and celebrate successes.

There are four key areas of the programme: People, Space, Process and Technology. These are described below with detail explaining the approach required in order to effectively drive and release change within each area. Detailed project plans, communication strategy and delivery plans are produced separately for the key stakeholders and project teams.

People
The people element of this programme will focus on the way in which the organisation can better support its employees through the introduction of agile working. The methodology used will include the following: • Assessment of current culture • Appropriate policy, guidance and training • Understanding of how to implement changes • Promotion of benefits • Identifying solutions and overcoming barriers • Providing the tools to work differently without forcing alternative practice • Linked to the force's wellbeing plan • Communication Strategy

In order to engage with all people within the organisation the programme will concentrate on these areas:

Area	Activity
Organisational Diagnostic	Understanding the organisational readiness for the changes. Aligning the culture and the change process; so that the current culture and values are understood and taken into account when defining the new environment. Defining the approach and structure that needs to be in place to support the organisation. Ensure actions are taken to provide people with the right skills and knowledge to realise the business vision and to work effectively as individuals and teams throughout the change transition.
Agile principles	Providing a single and clear message to people about agile working, so that they can adopt the new working practices as much or as little as required in order to work effectively for themselves, their team, and the force.
Health and Safety	Ensuring that any changes to environments, equipment, location, and the individual are considered. Conducting relevant legal assessments to ensure compliance. Considering employee welfare.
Reasonable Adjustments	Consideration for reasonable adjustments is built in to the process of assessing roles suitable for agile working. This means that any low (green) or medium (amber) compliance issues can be addressed. The process for anticipatory compliance for high (red) issues is via referral to HR.
Policy	Development of a policy before the introduction of agile working will ensure clear rules for all employees about what is in scope and appropriate.
Stakeholder engagement	• Stakeholder engagement will be conducted with all levels of employees throughout the organisation. Leadership and management roles must support and deliver the messages from the top of the organisation. • Agile Trailblazers are peer to peer support for people within force, as well as a means to provide two way communication through to the programme team and end users.

	• Working with Unison and The Federation to prevent any issues for employees, and to promote positive impacts. • Engaging with partners to work more collaboratively. • Consult with regional colleagues and external/agency employees to ensure impacts are addressed, and possible collaboration identified.
Equality and Diversity	There will be continued review of the Equality and Diversity Impact Assessment as the programme evolves and is implemented. Ensuring positive messages are promoted and mitigation is in place to address any potential negative impacts.
Communication	A detailed communication strategy will ensure key messages are delivered across the organisation, with targeted messaging where required. Using different media will ensure that people can be contacted through the most suitable means. Understanding the organisation and its stakeholders will determine the types of messaging that will be most suitable.
Operating Model	How the force is expected to conduct its business needs to be considered throughout. All solutions and provision of different ways of working under the agile programme, will have interdependencies that support the police and crime plan, and the Service Delivery Model (SDM).
Role Expectations	Understanding how employees, particularly officers, are expected to conduct their work, will shape how agile working evolves, and initially where the priority for delivery takes place.
Workforce Planning and Human Resources	Engagement to support and change the way in which the force recruits employees, and provides resourcing. • Looking at the future benefits of agile working in relation to flexible working patterns, how the organisation delivers its service, the demographic of people it recruits, retains and progresses. • To become the employer of choice. Addressing work-life balance, ability to return to work, reducing sickness, stress and absence. Offering more choice and flexibility to employees without impacting on service delivery.
Wellbeing	Support the wellbeing plan for the force, to deliver positive wellbeing through environment, leadership and resilience. Ensure that employees feel valued and respected. Provide appropriate support, self-help tools and facilities. Ensure employees have a voice and are included with the decision making processes to support the effective implementation of agile working practice.
Performance Management	Review of the current PDR process. Looking at managing people through outcomes rather than presentee-ism.

	Addressing performance issues more robustly, offering additional alternatives for line managers to support staff with performance issues.
Learning and Development	Developing new ways of working from point of entry to the organisation. Addressing any training requirements to support the transition from old to new ways of working. Providing additional tools to L&D in order to deliver their work more effectively.

Space
The space element of this programme will focus on the way in which the organisation can make better use of space within its buildings, as well as reducing the overall estate footprint. The methodology used will include the following: • Assessment of current use of space • Re-purposing rooms/buildings • Removing personal office space • Improving meeting space availability and usage • Ensuring operational needs are met • Promotion of benefits • Identifying solutions and overcoming barriers • Providing suitable space to work differently and more effectively • Considering personal needs and the needs of the organisation • Standardising environments • Reducing cost • Aligned to estates strategy and SDM operating model

To effectively deliver a dramatic change to the estate footprint and use of buildings the programme will concentrate on these areas:

Area	Activity
Standardised Environments	All IT work setting equipment is owned by ISD and remains static. All furniture is owned by Estates and remains static. Departments/individuals are not able to move or introduce additional work settings. No budget codes are to be provided. Any increases to establishment estate and equipment is to be managed centrally. Funding to be given to ISD and Estates to manage accordingly.
Building Capacity	Evidence provided following a space utilisation study demonstrated the infective use of offices and meetings across the organisation. Removing personal issue desks and office space based on a fixed/flex/field approach will allow a more effective use of estate. Studies based on abstraction rates provide the rationale behind the

	proposed ratios. A ratio of 0.8 will be applied for all work settings which will remove the personal issue of desks on a 1:1 ratio. Desk sharing and hot desking will be introduced forcewide regardless of role or department. A ratio of 0.3 will be applied within crew rooms due to the operational nature of the roles and the shift patterns in place. Drop in areas will be provided to enable people to work between locations.
Home Zones	Areas of buildings where teams are based are called Home Zones. A Home Zone is recognised by the Human Resources and Estates teams as an employee's base location and usual place of work. Home Zones can accommodate drop-in workers if there is capacity available within the room and permitted in terms of security access. Storage, filing, and personal lockers will be located within your home zone. A clear desk policy will be in operation. There will not be any personal desks, regardless of shift patterns, security, and size of team or likely usage by others. Where teams are small in size and require locations across the county they will likely have a central home zone for their department, but have satellite home zones that form part of larger teams that they work closely with – this is to manage ratios correctly and remove individual desks or office space across the organisation.
Drop-In Zone	Drop-in Zones area areas to accommodate people who may be working temporarily from a location which is not their usual base. It is for transient workers only and cannot be used as a base location. *A Drop-In Zone can be repurposed for operational use when necessary. The estates team will advise on the availability of a suitable room to accommodate the operation and will arrange for the Drop-In Zone to be closed to general use. No one can take over the use of a Drop-In Zone without prior agreement with estates and without first exploring all other options.*
Multipurpose rooms	The traditional day-to-day function of a meeting room is to facilitate planned meetings; however meeting rooms are typically underutilised space. Many meeting rooms are unused for large portions of the day, or are not used to full capacity, i.e. two people may meet in a room with capacity for ten people. A new approach to the use of meeting rooms is needed to ensure they are used more effectively, which feeds into the overarching agile strategy of facilitating a variety of working styles and allowing workers to utilise the most appropriate space for a task:

	• It should be recognised that meeting rooms are one option for workers wishing to collaborate, but there are alternative options available. Workers should choose the most appropriate setting for their discussions, e.g. it may not be necessary to book a large meeting room for two people when a break out area will suffice. • Meeting rooms will need to become multipurpose areas used in a variety of ways to maximise the use of space. Therefore they need to be networked and furnished in a way that allows desk-based working with minimal adjustment needed (e.g. can become office space when needed; work bench style meeting table with easy access to power and network cabling to allow easy installation of a desk-based work setting; meeting room chairs to be computer chairs etc.).
Centralised calendars	Initial provision of a centralised outlook calendar for all meeting rooms, with no gate-keeping function. Development of a meeting room booking solution that is more intuitive for delivery by 2018.
Bookable meeting rooms	Meeting rooms can be used for any of the following purposes (or similar): • Planned meetings – reserved through a centralised booking system. Workers should aim to aim match room capacity with number of attendees. • Unplanned meetings – ad hoc basis should the room be vacant. • Briefings – these should be planned in advance to allow the meeting room to be booked. • Training sessions – should be planned in advance to allow the meeting room to be booked. • Operational use – should a dedicated office be required due to the nature of the work the Estates team can repurpose the meeting room for use as an operation room. All existing meeting room bookings will be cancelled for the duration of the operation.
Non-bookable meeting rooms	A proportion of meeting rooms across Force will not be able to be reserved on the centralised booking system. These rooms will be available for anyone to use for short periods for the following purposes (or similar): • Impromptu meetings

	• Making/taking phone calls
	• Periods of quiet working
	• Confidential chats
	There will also be a variety of furniture within Home Zones and Drop-in Zones to supplement the above, such as pods for individual workers and groups with acoustic barriers for privacy
Operation Room/Temporary use	Operations/investigations/units set up as a pilot scheme (temporary/time limited) must be based within existing office space unless necessitating an increased security level. If the operation deals with material of such a sensitive nature that the work cannot be carried out within the existing office space, it may be possible to accommodate the operation alongside another team with similar security level (co-location). If neither option above is appropriate, the operation may need to request through Estates the use of a dedicated room in which to carry out the function. The options above must first have been explored and deemed inappropriate due to the scale/nature/security needs of the work. In such circumstances the Estates team can decommission a meeting room or Drop-in Zone and reallocate it for the purposes of the operation. If the dedicated facilities are required for a longer term/indefinitely the Estates team will advise regarding the most suitable location, and locations may need to be sought out of Force/partner agencies.
Personal Office Space and building design	Each building will be assessed in accordance with the teams based from them. Provision will be given as outlined above in accordance with home zones, drop in zones, multipurpose meeting spaces, bookable and non-bookable space. It is important to provide space that is suitable for the people based in the building to work effectively, as well as minimising the under-utilisation of space through opening up visibility of it to the organisation instead of having dedicated space. Removal of personal office space is key to provide enough space within each building in order to deliver this effectively. Current personal offices will be converted into both bookable and non-bookable space – which will allow ad hoc working/confidential conversations/quiet space/1-2-1 locations.

	It is recognised that the removal of personal office space will have the most significant impact on higher ranking officers and senior leaders. The programme will work to deliver an effective solution so as not to disrupt managers and leaders from being able to work effectively.
Storage	All pedestals will be removed. Personal storage will be provided by lockers within a home zone, or trays within crew rooms. This is to be used for personal affects only (such as a mug or to store lunch etc), it is not to store files or work in progress. Centralised storage will be provided for stationery and filing within home zones. Any secure items will be considered and suitable storage solutions provided. Files and associated material that are currently in progress will not be left on desks, they will have a location within the home zone in order to store them whilst in use (if it is not appropriate to file them into general storage).

Process
The process element of this programme will focus on the way in which the organisation can be more effective through the use of agile principles and mobile technology. The methodology used will include the following: • Alignment to operating model, considering the SDM • Development of new functionality • Engagement with end users to identify opportunities • Working with partners • Reduce duplication • Promotion of benefits • Identifying solutions and overcoming barriers • Reducing cost • Improved digital practice – considering Digital First, Evidence, Information Sharing and Storage • Review of current IT availability and requirements. Reducing applications, systems, and hardware • Improving working practice • Simplifying processes • Improved service delivery (particularly at first point of contact)

Changes to process will need to be considered throughout the introduction of agile working, as well as in relation to interdependencies across the current ways of working and changes delivered through other programmes of work:

Area	Activity
Human Resources	Developing recruitment process to reflect changes in working practice.
Service Delivery Model	Understanding changes in operating model and role expectations to develop suitable mobile solutions.

Technology	Reviewing current systems and applications in use, providing recommendations for alternatives, removal, or collaboration.
Departments and Teams	Working with all areas of the business to understand current working practices, helping to model and introduce alternative solutions through the use of agile principles, space and IT.
Community Engagement	Understanding the options for creating 'hubs' within the community. Developing suitable solutions that consider both fixed and agile work styles according to the needs of the community, partners and the organisation.
Regional Collaboration	Engaging with regional partners and other forces to ensure changes to ways of working within Northamptonshire Police are compatible and offer future growth with external stakeholders.
National horizon scanning	Continuing to be aware of future national impacts, legislation and development of projects, (especially in relation to the digital landscape), to ensure compliance and future opportunity.

Technology
The technology element of this programme will focus on the way in which the organisation provides IT to operational officers and back office support. The methodology used will include the following: • Ensuring operational needs are met • Enabling mobility • Increasing accessibility • Standardisation • Reducing cost • Aligned to estates strategy and SDM operating model • Promotion of benefits • Identifying solutions and overcoming barriers • Consideration of regional opportunity • Understanding and awareness of ESN developments

Area	Activity
Police Officers	Provision of a single laptop style device that offers the ability to conduct office based work, completion of administrative tasks, and access to force systems/applications. Provision of a smartphone that offers the ability to complete transactional activities, through simplified processes and access to systems/information without the need to interrogate the desktop/back office system.
Back office/ administrative support	Provision of a single laptop style device that offers the ability to conduct office based work, completion of administrative tasks.

	Provision of smartphone that offers access to emails, calendar, on-call capabilities.
Fixed work settings	Desktops for fixed workers, people without personal issue devices, OS compatibility issues and standalone (non-networked) requirements. Will not be personal issue. Still adhering to the 0.8 ratio requirement, and clear desk policy.
Softphones	The provision of smartphones for most employees and the access to Jabber allows the removal of fixed desk phones. Headsets will be provided. This will be the approach for all employees and all work settings. Crew rooms will be provided with fixed desk phones as these are on a 0.3 ratio. Dedicated areas to make private calls or to conduct calls with members of the public in a quieter environment will be provided where required (and space allows). These will be 'phone booth' style with fixed desk phones.
On-desk power and Universal Docks	On desk power will be provided in order to supply charging options more effectively. It will also enable the use of universal docking solutions. Universal docks are required to support the transition of devices in circulation, and manage the longer term options – whereby alternative devices could be used, or partners/regional colleagues attend sites with their own personal issue IT. There will also be a reduction in the resource needed to asset manage the units or reallocate them for particular users.
Screens/Monitors	All work settings will be configured with dual screens (or a single large monitor) as standard. Consideration will be given as to the suitability of the location for the larger single monitors as they may not be appropriate for all areas (e.g. Custody).
Connectivity	WiFi has been provided within all Police owned buildings. This should continue. MiFi solutions are being phased out. The new option is either through a SIM directly within the mobile device or via tethering to a smartphone.
Functionality	The current force middleware solution (Airpoint) provides the ability to conduct some transactional activities including: • PNC checks • Create/Update crime reports • Search/view/update intelligence • Pocket book • Create/Update/view tasks It is recommended that additional functional items are developed and included within a middleware solution namely: • Electronic Witness Statements • Stop and Search

	• Safeguarding All IT equipment requires policy, application, system and security updates in order to maintain them. A suitable method for providing updates to the mobile devices in circulation is being developed. Without this process the devices will be at risk of non-compliance with security, and will eventually fail to work.
Specials Provision	No personal issue IT is currently provided to Special Officers. An interim solution providing access to desktops is in place. Requirements need to be established to understand the role and activities of Special Officers, in order to forecast and provide suitable mobile equipment. Recommendations will be made considering the force objective of including and valuing Special Officers within force.
Charging facilities	No dedicated charging facilities will be provided as standard. Assessment of requirements by team will be conducted, with consideration of location and space available. Solutions will be provided on a case by case basis. In-car chargers have been provided for response vehicles. A longer term solution will be considered with the future development of fleet. It is recommended that in-car charging solutions are as device agnostic as possible due to the continued change in device specifications.
Regional IT programme	It is expected that regional IT projects will deliver the additional requirements including: • Standard Operating System • Application compatibility • Active Directory • Mobile Applications • Digital evidence solutions • Standardised login and systems access • Regional WiFi • Collaborative tools (e.g. video conferencing)

In order for Agile Working to be implemented effectively as per the approach outlined above, the following items must be in place:
- **Finalised estates strategy.** This will support the reason why agile working is important, as well as ensuring the ability to design the available space effectively.
- **Building design.** Each building will need to be designed according to the people operating within them, and those expected to occasionally work within them or between them. Due to the combination of both new builds and old estate, it will not be possible to deliver a standardised approach within each location, therefore we can be clear about the type of

environment that supports the agile strategy but we will need to adapt the delivery according to the building available. E.g. Drop-in space will be provided within all buildings, but it might comprise of one large room in one building, and a set of smaller rooms across multiple levels in another building.

- **Service Delivery Model ways of working.** The messaging needs to be clear around the role expectations and how people should work. A complete understanding of head count and locations must be clear in order for the space and IT to be provided correctly.
- **External and regional employees.** Northamptonshire Police is host to many external and regional employees, both in terms of IT provision and office allocation. Consideration must be given to these employees in terms of location and technology requirements as the new model of working is introduced.

"Through a culturally and technologically enabled truly agile workforce we will deliver service excellence, maximise efficiency and minimise cost"

The roadmap outlines the current position of **where the force is now**:
- Working practices currently in place
- Use of space and technology

And where it **aims to be by the end of 2018**:
- Changes to working practice
- Reduction in estate footprint
- Improved use of space
- Enhanced technology solutions
- Simplified processes
- Standardisation

Agile working is a key enabler for other force programmes to work effectively together and realise benefits. Without a complete change to the organisational culture, the adoption of agile working and the ability to fully achieve objectives and benefits of other programmes, will not be realised.

Where we are now
(including some of the journey so far)

The Future
March 2018 onwards

Difficulty locating suitable space for operations

Limited ability to find quiet/ confidential/break out/collaboration space

Personal desks, pedestals and storage

Continuous moves, relocation of IT, furniture and office space

Some personal issued mobile devices

Some drop-in space

Some reconfigured home zones on a desk sharing ratio

Wi-Fi forcewide

Mobile connectivity

Under-utilised personal offices

Under-utilised and unsuitable meeting space

Inability to book meeting space

Policy, guidance, handbooks developed: What agile working is and is not.

Some work/life balance

Some flexible working practice

Some ability to conduct work where required. No offline capability

Feb 2017

Issue of personal mobile devices to agile roles (approx. 80% of force)

Provision of fixed functional work areas (approx. 20% of force)

Clear desk policy, personal lockers/storage in place

Centralised team filing and storage solutions

Reconfiguration of all office space for 'Home Zones' into standardised environments

Work-settings provided upon a ratio: introducing desk sharing forcewide

No personal office space
No personal desks

Standardised environments allowing people to more around the organisation: not re-locating IT equipment or furniture. Reducing the need to conduct moves and change space.

Fit for purpose space within buildings:
* Meeting Rooms
* 1-2-1/Confidential Space
*Collaboration/Break-out/Quiet area
*Operational Space
*Mutli-purpose rooms (managed centrally)

Centralised accessible booking system for meeting space

Performance managed through outcomes not presenteeism

Improved service delivery:
• Direct entry at point of service
• Electronic witness statement
• Offline forms
• Removal of duplication
• Transactional activities performed remotely
• Simplified process
• Reduction in return to station for administrative tasks
• Increased visibility
• Community engagement

Improved work/life balance.

Supporting employees through return to work/absence/personal needs

Drop-in space for people to work between locations

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Part E
Reporting and Amendment Schedule

Reporting and Amendment Schedule

Event	Requirement	Frequency	Responsibility	Remarks
Estates Strategy	• Review and update	Annual	• Estates Board • PCC to endorse following consultation with CC • JIAC to review and make recommendations	
Estates Review	• Annual review of activity, incl finance	Annual	• Report from Estates WG to Estates Board (PCC)	
Estates Strategy – Part B – Asset Management and operational delivery/implementation	• Develop programme • Monitor progress at Estates WG • Evaluate • Adapt and amend forecast	Quarterly	• Estates WG	
Capital Programme	• Ensure next FY estates forecast is aligned to Part B and C • Link to Condition Surveys	Annual	• Estates Board in conjunction with OPCC & Force Finance • PCC to authorise	
Minor Works	• Establish minor works	Quarterly	•	

Event	Requirement	Frequency	Responsibility	Remarks
	requirements – priorities, time and cost • Monitor progress at Estates WG • Linked to condition surveys			