

**REQUEST FOR DMPC DECISION – DMPCD 2015-154****Title: HENDON DRIVING SCHOOL REPLACEMENT****Executive Summary:**

As part of the development of the Hendon site, and the need to replace the life expired Driving School facilities, this paper proposes the creation of a new driving school on part of the Rowan Drive section of the site, at a cost of up to £10m. The cost will be funded from the disposal of the existing driving school site and the remainder of the Rowan Drive site.

**Recommendation:**

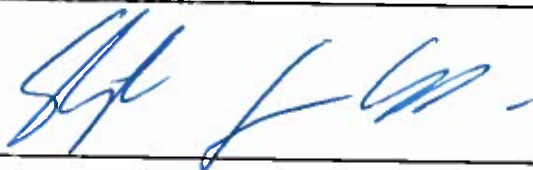
The DMPC is asked to approve

1. the works to create a new driving school at a total estimated cost of up to £10m,
2. the release £9.2m for design and main construction works,
3. the initiation of procurement for both pre-construction design services and a main contractor, with delegation to the MPS Director of Strategic Procurement to award contracts, subject to MOPAC call in, and
4. subject to 1 and 2 above, the marketing and disposal of the existing driving school site and the remainder of the Rowan Drive site at the values set out in Part 2

**Deputy Mayor for Policing and Crime**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct for elected Members of the Authority. Any such interests are recorded below.

The above request has my approval.

**Signature****Date**

21/12/2015

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC**

### **Decision required – supporting report**

#### **1. Introduction and background**

1.1 When MOPAC approved the redevelopment of the Hendon site and the disposal of the surplus land, it was recognised that further work was necessary to consider the future of the Driving School at Hendon. A 1 hectare plot of land was retained for the Driving School subject to agreeing its future strategy.

1.2 This paper sets out a proposal for the future of the driving school, and the land associated with it.

#### **2 Issues for consideration**

2.1 The land retained for the Driving School as well as training/briefing rooms for the driving school, training areas and covered parking included a number of other functions including a strategic fuel reserve facility, rooms for Emergency Life Saving training, a file repository and a training room for the Home Office National Centre for Applied Learning Technologies (NCALT).

2.2 Alternative future locations have been identified for each of the non-driving school functions as set out in Appendix 1.

2.3 The Driving School is not fit for purpose with the building in poor condition, too large and underutilized. A number of options for the re-provision of the school were considered and this proposed option is to redevelop part of Rowan Drive to provide a new driving school and release the existing driving school location and the remainder of Rowan Drive. The proposals do require changes to the boundaries previously agreed with Redrow who are supportive of the changes.

2.4 The forensics drying and storage facilities currently located elsewhere at Hendon could not be accommodated in the new Hendon training facilities due to the proximity of the firing range to the new building. The opportunity has been taken to incorporate this function within the Driving School building. MPS acknowledge that there will be a need for new ways of working in order for these proposals to be successful, and that they have the ability to increase volume to respond to increased capacity.

2.5 Proposals for the use of driving simulators to enhance training are under consideration, and the proposed design of the Driving School has allowed for simulators to be incorporated cost effectively, if required.

2.6 Subject to approval to the new driving school it is proposed that the existing site is disposed of and that the land at Rowan Drive not required for the driving school is also disposed of. The capital receipts anticipated to be generated will more than fund the cost of the new driving school.

#### **3 Financial Comments**

3.1 The total cost of the redevelopment to create the new Driving School is estimated at £10m. The costs will be met from the proposed disposals of the existing driving school site and the remaining part of Rowan Drive. The estimated receipts arising from the disposal of the surplus sites is set out in Part 2.

3.2 Approval for a sum of £9.2m is requested to be released to enable the design and main contract works to be procured. The balance of the sum, £0.8m, is to be retained as a contingency to support a future bid for vehicle simulators which is under consideration to be co-located at the Driving School.

- 3.3 Annual revenue costs of £400k will with effect from 2017/18 be saved as a result of this proposal. This will contribute to the Corporate Real Estate savings target.

#### **4 Legal Comments**

- 4.1 Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides that MOPAC must secure the maintenance of the Metropolitan Police Force, and secure that the Metropolitan Police Force is efficient and effective.
- 4.2 In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of the Act do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office. This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land).
- 4.3 The additional works and services referred to within this Report will be required to be procured strictly in accordance with the Public Contract Regulations 2015 and the MOPAC's Contract Regulations. MOPAC may utilise a framework agreement that is accessible to it to procure goods/services in a manner that is compatible with regulations and in this instance has chosen to tender works against the MPS Professional Services Framework and Southern Construction Framework (for which the MPS has secured MOPAC's approval by sealing the SCF User Agreement as a deed giving MPS access to the framework).
- 4.4 The MOPAC Scheme of Delegation and Consent (Sept 2014) requires the DMPC to approve all business cases and requests to go to tender where the value exceeds £500K. The Scheme gives delegated authority to the Director of Strategic Procurement to approve the award of all contracts with the exception of those called in through the agreed call in procedure. The DMPC must be notified in writing of the outcome of the tender process for all contracts in excess of £500K.
- 4.5 The use of the Southern Construction Framework (formally the IESE framework) is compliant to MOPAC requirements.
- 4.6 MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the Police Reform and Social Responsibility Act 2011 ("the Act"). Furthermore, paragraph 7(1) of Schedule 3 of the Act allows the MOPAC to do anything which is calculated to facilitate or is conducive or incidental to the exercise of the functions of the office. Schedule 4(5) of the Act states the Commissioner must exercise the power of direction and control in such a way as is reasonable to assist the MOPAC to exercise that Office's functions.
- 4.7 The report confirms the recommended option represents the best option that will support the delivery of a leaner estate which is lower in cost to run and is fit for purpose complying with modern standards, and will therefore assist MOPAC securing the maintenance of the Metropolitan Police Force, and ensure that it is efficient and effective, as required under Section 3(6) (b) of the Act.
- 4.8 The Deputy Mayor for Policing and Crime may under the MOPAC Scheme of Consent and Delegation ('Scheme') approve all disposals of properties with an estimated value of £1 million or above on a case by case basis before the property is marketed. Following approval, the MPS Director of Property Services may dispose of the property to the highest bidder where the price equals or exceeds the agreed estimate, notifying the MOPAC in writing of the disposal. The MPS Director of Property Services may under the Scheme undertake the day to day management of the MPS property function, including approval of leases up to £500,000 over the lifetime of the lease. The MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the Police Reform and Social Responsibility Act 2011 ("the Act") . Furthermore, paragraph 7(1) of Schedule 3 of the Act allows the MOPAC to do anything which is calculated to

facilitate or is conducive or incidental to the exercise of the functions of the office. Schedule 4(5) of the Act states the Commissioner must exercise the power of direction and control in such a way as is reasonable to assist the MOPAC to exercise that Office's functions.

**5. Equality Comments**

5.1 No equality and diversity impacts have been identified

**6. Background/supporting papers**

6.1 Appendix 1

**Public access to information**

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form – YES

If yes, for what reason: Commercial confidentiality of the bids made by the bidders and the subsequent transaction

**ORIGINATING OFFICER DECLARATION:**

	Tick to confirm statement (✓)
<b>Head of Unit:</b> Annabel Cowell has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> The Legal team have been consulted on this proposal.	✓
<b>Financial Advice:</b> The Chief Finance Officer has been consulted on this proposal.	✓
<b>Equalities Advice:</b> The Equality and Diversity team have been consulted on this proposal on behalf of the Head of Equalities and Diversity.	✓

**OFFICER APPROVAL****Chief Operating Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature 

Date

21/12/2015

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**Request to provide replacement Driving School facilities at Hendon, LB Barnet**

**A Report by the Director of Commercial and Finance, Met HQ on behalf of the Commissioner**

**SUMMARY**

The Mayor's Office for Policing And Crime and Metropolitan Police Service (MOPAC/MPS) Estates Strategy 2013-2016 delivered through the Corporate Real Estate Programme has the strategic objective to provide a more efficient and higher quality estate with significantly lower moving costs. The 2016-2020 Estate Strategy, currently being developed, will focus on transforming the estate that will be retained for longer term use, further releasing those assets surplus to requirement.

The existing MPS Driving School facilities located at Hendon are life expired and no longer fit for purpose. This paper outlines the opportunity to provide new facilities as part of the MOPAC/MPS Estate Transformation objectives, to be funded through the release of land at Hendon. The paper seeks MOPAC approval to progress the redevelopment of part Rowan Drive including approval necessary procurement/contractual arrangements to provide purpose built Driving School facilities, and approval to release land housing the existing Driving School facilities, strategic fuel site and storage facilities and separately the surplus land at Rowan Drive post Driving School relocation.

**A. RECOMMENDATIONS - That the Deputy Major for Policing and Crime (DMPC):**

1. Note the steps taken to transform training facilities at Hendon and the plans developed for the Driving School, and support the provision of new facilities at Rowan Drive;
2. Subject to 1 above, approve the cost of the works proposed as detailed in Exempt Appendix A and support this business case and capital investment with the release of total funding of £9.2m, £1m in 2015-2016 and £8.2m 2016-2017, from the revised PSD Capital Programme, Estates Transformation - Training budget allocation;
3. Approve the procurement initiation process and procurement of the necessary pre-construction design services through appointment of consultants using the MPS Professional Services Framework and the procurement initiation and appointment of a main contractor through the Southern Construction Framework (SCF) and delegate contract award for, design and construction services via the SCF to the MPS Director of Strategic Procurement. This includes the early procurement for the demolition of the existing houses at Rowan Drive utilising the compliant MPS Intermediate Works Framework (SS3/12/141 Lot 1: General Works).
4. Approve the subsequent release of the land housing existing Driving School facilities, strategic fuel site and storage facilities and separately the surplus

land at Rowan Drive post Driving School relocation to released for disposal/development. The estimated value of land is detailed in Exempt Appendix A.

## B. SUPPORTING INFORMATION

1. The MOPAC/MPS estate strategy 2013-2016 delivered through the Corporate Real Estate (CRE Programme), has a strategic objective to provide a more efficient and higher quality estate with significantly lower running costs. The 2016-2020 Estate Strategy, currently being developed will focus on transforming the estate that will be retained for longer term use, further releasing those assets surplus to requirement.
2. Whilst the majority of the Hendon Estate is subject to major change with new training/firearm facilities being provided, the Driving School facilities are not included in current plans/approvals. The existing Driving School building houses:
  - The training/briefing rooms for the driving school, technical training areas and covered parking;
  - Training rooms for Emergency Life Saving (ELS);
  - The file Repository;
  - A small office area for the Home Office NCALT team, and
  - A strategic fuel reserve facility.
3. The ELS training will be provided in the new training facilities at Hendon. These new facilities provide purpose built training, conference room and office facilities for the MPS and will stop the need to duplicate facilities in the Hendon vicinity. Changes to file archiving coupled with the new DHL and TNT contracts will enable the Repository to be released in late 2016/17. Storage/archiving facilities at Warspite Road, Greenwich and in 2017/18 Belvedere will replace these. Provision has been made for the NCALT team within the training facilities at Hendon and with the fuel reserve facilities at Alperton (seven miles from Hendon) and the future use of Alperton as an SCO Hub, a replacement fuel reserve at Hendon will not be required.
4. Constructed in the 1950's and adapted over time, the Driving School building provides classrooms with permanent training equipment in place, lockers and changing facilities for staff and students, office accommodation and under cover vehicle storage and workshop areas. The building is in poor condition quality with significant maintenance issues. The replacement of the existing facilities has been identified as a priority by the Property Services Department. The building is large and underutilised with the entire vehicle fleet under cover at all times.
5. The broader Hendon Estate plan is delivering new training, firearms training and Memorial Garden facilities adjacent to the Sir John Steven's Building, enabling the release of land for redevelopment in line with the LB Barnet regeneration plan. In September 2016 the final release and sale of the Colindale Avenue end of the Hendon site will be completed. Two sites have been retained on the old Hendon site. The first: a large area along Aerodrome Road which houses the Driving School and Repository; the Police National Computer building (occupied by the Home Office); Met Call (CCC) and the new Peel Centre facilities. The second Rowan Drive the location of 42 houses that are no longer in occupational use. An image of the retained land is detailed in Appendix B, marked by the yellow boundary.



6. In considering the operational solution for the Driving School, four options were developed. These were:-
  - Option 1. Refurbishment of the existing building, including temporary relocation and subsequent disposal of Rowan Drive.
  - Option 2. Acquisition of new off-site building on a freehold basis, fit out. Release existing Driving School location and dispose of Rowan Drive.
  - Option 3. Acquisition of a new off-site building on a leasehold basis, fit-out. Release existing Driving School and dispose of Rowan Drive.
  - Option 4. Redevelop part of Rowan Drive to provide a new Driving School facility. Release/sell existing Driving School location and dispose of remainder Rowan Drive.
7. MPS Corporate Real Estate Board (CRE) Board were presented with and discussed these options in May 2015. With operational support, and in the knowledge that significant economies could be achieved through the use of the broader training facilities at Hendon, CRE Board approved the development of feasibility studies for Option 4. This paper focuses on Option 4 and proposes the redevelopment of part of Rowan Drive to provide new Driving School facilities enabling the subsequent release of the existing Driving School and disposal of Rowan Drive.
8. The Rowan Drive site was previously approved for sale exclusively to Viridian Housing (Middlesex University's student housing provider) at full Open Market Value. This was driven by the requirement of the LB Barnet's regeneration plan to move the Platt's Hall student housing from Aerodrome Road to the MOPAC site. The deal did not complete due to lack of agreement between Viridian and Middlesex University. The potential for MPS to retain part of the site deferred any marketing of the site for sale.
9. Following extensive discussions with Driving School leads, a detailed user output specification was developed to identify ongoing and future operational requirements. These include necessary training facilities, both classrooms and external, vehicle examination facilities, storage and technical training areas. These are detailed in Appendix C. Considerable work has been undertaken in reviewing the utilisation of the existing facilities. If the space requested Driving School is provided at Hendon requirement can be refined from 3,650 sq m to 2,400 sq m (35% reduction in floor area against existing provision) and the hard standing areas have been reduced from 8,900 sq m to 6,160 sq m (30% reduction). There remains arequirement for a large area (70m x 30m) of external hard standing and a 175m road for use in various types of training including stinger training, C1 / D1, HGV, hostile evasion techniques and slow speed motorbike training (the "wobble road"). This enables the Driving School to grant C1 / D1 or HGV Licences as they do at present. Consideration has already been given to the need to provide flexibility should there be changes to current provision, including any future outsourcing proposals.
10. Proximity to major road networks is also essential. The Hendon Driving School provides training for drivers of all types of vehicles including cars, motorbikes, mini buses and medium size lorries (C1 / D1), heavy goods vehicles and specialised vehicles such as Jankels. Quick and easy access to the public roads where high speed training is carried out is vital with the driving instructors building up a detailed knowledge of a particular road network over time.
11. In developing the option to redevelop part of Rowan Drive, opportunities were considered for other operational uses. Through the development of the main Hendon site, it became apparent that the forensic drying and storage facilities located elsewhere

at Hendon could not be co-located in the new Hendon facilities due to the proximity of the firing range to the new building. SCO have advised that forensic storage should be kept in a separate building due to the possibility, real or perceived, that evidence may be contaminated. As the Peel Centre will remain a principle hub for murder investigation teams provision for forensics storage and drying room facilities in close proximity is required. Provision for storage has therefore been included in the design for the new Driving School building.

12. No allowance has been made at this stage to accommodate the proposed vehicle simulators and control room, that are being considered to provide synthetic training in the future. A separate business case is being developed and will be presented in February 2016, the cost of accommodation will be included within that business case once the exact specification of the facility is known. The design of the proposed building is such that it can be cost effectively extended if the simulator business case is approved.
13. A number of options have been considered in locating the new Driving School building on the land in Rowan Drive to minimise land required and maximise the land for sale for Student Housing. Appendix D shows the proposed boundary (subject to detailed design) of the retained site with the 175m road, hard standing, new building and covered vehicle area. This is subject to final agreement with Redrow the adjoining landowners to modify the Northern and Western Boundaries to the site in order to accommodate the 175m "wobble" road. In addition, a minor modification to the Redrow Masterplan is required to enable a vehicle entrance to the retained site. These issues have been discussed and supported by Redrow. Suitable access and perimeter security will be provided to the building/hard standing to meet security requirements.
14. The London Borough of Barnet remain keen to relocate certain Middlesex University student housing facilities as detailed in the original Area Action Plan (AAP) and reinforced in the Planning Parameters Document agreed between MOPAC and Barnet, before MOPAC commenced marketing of the 52 acre Hendon site. The use for the Hendon site, including the Rowan Drive area, is classified as a secure training centre. The surplus land on Rowan Drive that will be released on completion of the new MOPAC building could provide enough space to provide the scale of student housing LB Barnet/Middlesex University require in this area.

## **C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS**

### **Equality and Diversity Impact**

1. Future investment in the core estate will ensure full compliance with the Equalities Act 2010 with regards to the provision of accommodation. Facilities for staff working in all buildings will be enhanced over time as investment is focused on those assets core to operations.
2. The equality and diversity implications for HQ Estate are addressed within the Equality Impact Assessment for the Corporate Real Estate Programme. The CRE EIA considers moves generally and advocates that building specific EIAs are conducted on a case by case basis. The Output Specification addresses equality / diversity including reference to those with caring responsibilities / disability, seeking out guidance from HR in order that issues can be managed locally. The Output Specification also asks questions regarding accessibility in order to feed into design and requirements for specialist kit (OH Chairs, ICT software, raised desks, etc). PSD have aligned issues of equality / diversity within

existing processes for relocating staff within the MPS Estate. This approach has been shared / approved by DCFD.

3. The movement of technology as a result of Hendon project, has informed DP of the operational considerations required to support operational teams, this learning has been embedded into the arrangements for the exit of NSY. An EIA in relation to Agile Working is established. The Disability Staff Association have been consulted and lessons have been learned from the restack moves at ESB in 2012.

### Financial Implications

1. The financial implications associated with the Hendon Driving School replacement are detailed in Exempt Appendix One.

### Capital

2. This paper seeks the release of £9.165m capital funding to undertake works to provide new driving school and forensic storage facilities. The sum of £10m is included within the revised PSD Capital Programme, Estates Transformation - Training budget allocation for the development of a new Driving School facility as part of the the CRE Estate Strategy. The value of the land that could be released as a result of the investment is as detailed in the Exempt Appendix.
3. It is proposed to draw down the funding as shown in Table One below

Hendon Driving School Investment	Budgeted Expenditure	Funding Draw Down
2015/2016 Financial Year	£2,000,000	£1,000,000
2016/2017 Financial Year	£8,000,000	£8,165,000
<b>Total</b>	<b>£10,000,000</b>	<b>£9,165,000</b>

4. Based on the current build costs and market values and taking account of the reinvestment required, the project will be delivered from the capital allocation for the project. The balance of £835k is being held as a contingency in support of any future bid from Met Training in respect of the business case for vehicle simulators. Section B: Supporting Information, Paragraph 12, refers.

### Revenue

5. The delivery of a new Driving School and forensics facility will result in a significant reduction in accommodation provision and will reduce the revenue required to operate the facilities from £600k p.a. to £200k p.a. Full year savings will be delivered in 2017/18 and have been factored into the PSD revenue budgets for 2016/17 and on. These savings exclude the cost of the Hendon repository, where revenue efficiencies relating to the relocation of storage to Belvedere have been factored into that business case.

### Procurement Strategy and Value for Money

6. Improving the utilisation of existing MOPAC facilities is a core strand of the 2013/2016 MOPAC/MPS Estate Strategy and future Estates Transformation plan under the 2016/2020 Estate Strategy, supporting operational policing needs. The capital value released will support the capital investment within the MPS.

7. The new Driving School Building will be 80% smaller than the existing Driving School and Repository building. In addition, the provision of the new facilities for the Driving School teams will be 35% smaller than the original user requirement specified by the training team. The building also provides specialist storage facilities. Annual revenue cost will reduce by £400,000 per annum and remove the life cycle liability for backlog maintenance. This proposal will release surplus capital for reinvestment into the MOPAC/MPS Capital Programme.
8. The works proposed will be competitively tendered to those pre-qualified contractors within the OJEU procured Southern Construction Framework (SCF), formally Improvement Efficiency South East (IESE) framework. The tender competition is over two stages with the first stage a mini-competition and award of a pre-construction services agreement and commencement of second stage and competitive open book supply chain package procurement exercise with offer of a fixed price contract sum. Both tender stages maintain competitive tension and can be evidenced as providing best value.
9. The tender process adopted is compliant in terms of EU Directives and UK's Public Contract Regulations, as well as MOPAC Regulations, and supports both MOPAC, GLA and Government procurement construction strategy objectives. The new SCF framework builds on a wealth of experience and continues to be based on collaborative two stage open book process which is recognised as one of the Government Construction Strategy procurement routes. The SCF follows the principles and practice of the previous IESE Framework as well as the Government Construction Strategy (2011), the Industrial Strategy for Construction (Construction 2025), and guidance for new models of construction procurement, specifically Two Stage Open Book.
10. The contractors invited to tender are all pre-qualified in terms of capability, capacity, health and safety record, adherence to apprenticeship obligations, supply chain payment obligations and best practice in terms of environmental policies.
11. The MPS Corporate Real Estate (CRE) Programme Board chaired by AC Professionalism provided Governance for projects within the CRE Programme to ensure proposed solutions are aligned to MPS Strategies.

#### Investment Criteria

Criteria	Minimum score required	Indicative Score	Comments
Business Requirement	3	5	Contributes directly to Met Change. Improved use of space in buildings; investing to save on running costs and releasing value. Investment and proposed contracts contributes directly to the timely and cost effective delivery of the core training estate which supports the CRE and Estates Strategy 2013-16.

## Appendix 1

Cashable Revenue Saving	1	5	The MOPAC/MPS Estate Strategy 2013/16 confirms the Estate will reduce by 30% in 2016 and expenditure by £59m pa by 2016. This proposal will release capital and reduce revenue running costs by £400k p.a. The full effect to be delivered from 2017/2018. Savings are baked into PSD estate costs for 2016/2017.
Return on Investment	4	4	The proposed investment will generate surplus capital income of £10m and reduce annual revenue costs by £400k p.a.
Total	8	14	
Total exc ROI	4	10	

### Procurement Implications

12. The Public Contract Regulations and MOPAC regulations must be complied with for any procurement estimated above the OJEU threshold. The use of the Southern Construction Framework is compliant to MOPAC requirements.
13. MOPAC/MPS will enter into a procurement process utilising the 'develop and construct' procurement route requiring the main contractor to be initially appointed under a SCF standard pre-construction services agreement to fully design the facilities and then tender the works offering a contract sum for before formal approval to commence the construction stage under the an industry standard (MOPAC amended) JCT form of contract. A Building Information Management (BIM) system will be utilised during the pre and post construction stages in support of Government best practice. The main contractor will take responsibility for the town planning process. An independent Project Management, Cost Management and CDM principal designer health and safety advisor will be appointed through the MPS Professional Services Framework.

### Legal Implications

14. Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides that MOPAC must secure the maintenance of the Metropolitan Police Force, and secure that the Metropolitan Police Force is efficient and effective.
15. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of the Act do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office. This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land).
16. The additional works and services referred to within this Report will be required to be procured strictly in accordance with the Public Contract Regulations 2015 and the MOPAC's Contract Regulations. MOPAC may utilise a framework agreement that is accessible to it to procure goods/services in a manner that is compatible with regulations and in this instance has chosen to tender works against the MPS Professional Services Framework and Southern Construction Framework (for which the MPS has secured MOPAC's approval by sealing the SCF User Agreement as a deed giving MPS access to the framework)

17. Members may approve the recommendations set out in this report in accordance with the terms of reference of the Board for forward submission to the DMPC. The MOPAC' Scheme of Delegation and Consent (Sept 2014) requires the DMPC to approve all business cases and requests to go to tender where the value exceeds £500K. The Scheme gives delegated authority to the Director of Strategic Procurement to approve the award of all contracts with the exception of those called in through the agreed call in procedure. The DMPC must be notified in writing of the outcome of the tender process for all contracts in excess of £500K.
18. The use of the Southern Construction Framework (formally the IESE framework) is compliant to MOPAC requirements.
19. MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the Police Reform and Social Responsibility Act 2011 ("the Act"). Furthermore, paragraph 7(1) of Schedule 3 of the Act allows the MOPAC to do anything which is calculated to facilitate or is conducive or incidental to the exercise of the functions of the office. Schedule 4(5) of the Act states the Commissioner must exercise the power of direction and control in such a way as is reasonable to assist the MOPAC to exercise that Office's functions.
20. The report confirms the recommended option represents the best option that will support the delivery of a leaner estate which is lower in cost to run and is fit for purpose complying with modern standards, and will therefore assist MOPAC securing the maintenance of the Metropolitan Police Force, and ensure that it is efficient and effective, as required under Section 3(6) (b) of the Act.
21. The Deputy Mayor for Policing and Crime may under the MOPAC Scheme of Consent and Delegation ('Scheme') approve all disposals of properties with an estimated value of £1 million or above on a case by case basis before the property is marketed. Following approval, the MPS Director of Property Services may dispose of the property to the highest bidder where the price equals or exceeds the agreed estimate, notifying the MOPAC in writing of the disposal. This report satisfies the notification requirement. The MPS Director of Property Services may under the Scheme undertake the day to day management of the MPS property function, including approval of leases up to £500,000 over the lifetime of the lease.

### Consultation undertaken

22. The plan to replace Driving School facilities was referred to in the original Hendon business case in December 2012 Although excluded from that plan. This proposal has been developed jointly and with full cooperation of the Driving School management team and with the Senior Responsible Officer and team at Hendon. LB Barnet are supportive of the proposed redevelopment and release of land in Rowan Drive and subsequently on Aerodrome Road

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Property Services (Director)	Supportive
Procurement Services (Director)	Supportive

Business Finance Partner (Director)	Supportive
CRE Board	Supportive
Digital Policing (Programme Director for the Major Building Estates Strategy)	Supportive
Senior Responsible Officer - Hendon	Supportive
Environmental Management	
Commercial and Finance (Director)	Supportive

### **Risk (including Health and Safety) Implications**

23. Estate Health and Safety considerations and legal compliance are an integral part of the CRE Programme. The Property Services Compliance Team is involved at relevant stages to input, advise, monitor and report upon compliance with statutory regulations and approved codes of practice. The team is involved with ensuring the satisfactory health and safety performance of the MPS Estate in respect of corporate and local health and safety policies, legal compliance, standards and audit. The Compliance Team works across Business groups, MPS Departments, external enforcing bodies (e.g. Health and Safety Executive, Environmental Agency, etc) and the MPS Strategic Health and Safety Committee, on Health and Safety matters, as necessary.
24. All relevant health and safety legal requirements such as the workplace, health and safety regulations and appropriate MOPAC and MPS standards will be met. Input has been sought throughout the design stage from the MPS Standards and Audit Team, directing compliance with health and safety and specialist operational requirements, with key subject matter experts and stakeholder engagement.
25. The construction project referred to within this report is notifiable to the Health and Safety Executive (HSE) as significant construction projects under the Construction (Design and Management Regulations) 2015.
26. A Project Risk register will be developed for this project within the Major Buildings Estate and will be managed and maintained within the Procurement and Property teams. Critical operational functions and infrastructure will be relocated in advance of any building exit to provide continuity of service. Further detail regarding functions and operational requirements are being developed by Business Groups working with Property Services or Digital Policing (as appropriate). Oversight of the Hendon Programme by key stakeholders is achieved through the Senior Users Group chaired by the Commissioner, financial matters are monitored through Management Board – Investment and Resources and delivery against Programme through the Corporate Real Estate Programme Board.

### **Environmental Implications (if relevant to the subject)**

27. The MOPAC/MPS Estates Strategy proposes the consolidation of surplus buildings that will lead to a reduction in floor space and increased occupancy in remaining buildings. This, coupled with redevelopment of refurbishment of specific sites and more efficient use of part of the support estate, will generate environmental and sustainability benefits with associated cost reductions as well as adherence to

MOPAC/MPS targets in line with Mayoral objectives and legislation (including the Social Value Act 2012).

28. The disposal of older sites with poor environmental performance and refurbishment of new HQ sites provides the mechanism for improved environmental performance. There is likely to be a one-off increase in waste in the short term associated with the exit of and/or refurbishment / construction of MOPAC buildings. This waste should be managed in line with the European Waste Hierarchy and the MPS storage and treatment of waste and recycling toolkit and the building disposals waste checklist. Particular attention should be paid to ensuring all crush materials are managed appropriately to avoid generating hazardous waste or cross-contaminating other materials that may be stored on site. Waste generation during operation is likely to remain broadly similar, or reduce slightly.
29. All building refurbishments are required to adhere to the MPS' Sustainable Design Guide, which sets out minimum environmental performance standards that will lead to efficiency gains through net reductions in consumption of energy, water and product / material resources and improved recycling of waste that will be managed throughout the design and build stage. These Standards support a whole life cost approach aimed at ensuring capital investment optimises building costs in operation. Additional Standards encourage cultural changes subject to operational requirements to reduce carbon emissions. Reducing the reliance on the use of vehicles and the provision of vehicle parking, increasing in the use of public transport for example will reduce carbon emissions (associated with travel). The strategy will deliver environment and sustainability benefits during subsequent implementation (gateway) stages.
30. Responsible procurement principles are embedded into the procurement process. Recycling items at the end of their life or when no longer required and reusing items in future locations, are encouraged. High recycled content components and sustainable materials are considered wherever practical.
31. An environmental implications table has been completed highlighting likely impacts and mitigation.
32. The table below indicates the expected environmental impact of the preferred option.

	Higher	Lower	No Impact	Mitigation/ management of any higher impact
Level of energy use and associated carbon dioxide emissions			✓	Disposal of the large and poorly maintained building will reduce MPS CO2 emissions. A proportion of these emissions may be displaced to the new building. A future owner of the remaining site will use energy.
Level of water consumption			✓	The building referred to herein is surplus to requirements. There will be a reduction in MPS water consumption, although the future owner of the remaining site will use water.
Level of waste generation/waste requiring disposal	✓			The building referred to herein is surplus to requirements. Whilst there is a reduction in MPS waste from this site, a future occupier will generate waste and increased waste production may be displaced to receiver buildings. There will be a one-off occurrence of waste resulting from the MPS decanting the building; this will be dealt with in line with the



## Appendix 1

	Higher	Lower	No Impact	Mitigation/ management of any higher impact
				MPS Waste Toolkit and CRE Waste Disposal Guidelines to ensure the waste hierarchy is followed (reduce, reuse, recycle).
Level of travel and transport and associated emissions			✓	The building is being disposed of Travel and transport will be displaced to the new building. Future occupiers of the student housing will generate transport impacts.
Raw material use and finite resources (use of recycled materials and sustainable alternatives)	✓			There will be an impact as a result of the new building constructed. Recycled and sustainable materials will be used where possible.

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**Background Papers:** MPS CRE/Major Buildings Governance Board 11 May 2015

### Abbreviations

AAP	-	Area Action Plan
BIM	-	Building Information Management
CCC	-	Met Call
CDM	-	Construction Design and Management
CRE	-	Corporate Real Estate
DDA	-	Disability Discrimination Act
DHL	-	Dalsey, Hillblom and Lynne
DP	-	Digital Police
EIA	-	Equality Impact Assessment
ELS	-	Emergency Life Saving
HSE	-	Health and Safety Executive
ICT	-	Information and Communication Technology
IESE	-	Improvement and Efficiency South East
LB	-	London Borough
MOPAC	-	Mayor's Office for Policing and Crime
MPS	-	Metropolitan Police Service
NCALT	-	National Centre for Applied Learning Technologies
NPT	-	Neighbourhood Policing Team
OH	-	Occupational Health
PSD	-	Property Services Department
SCO	-	Specialist Crime Operations
SCF	-	Southern Construction Framework
TNT	-	Thomas Nationwide Transport

