

**Draft MOPAC/MPS Estate Strategy
2013-2016
For Consultation**

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Executive Summary

About the MOPAC Estate

The Mayor's Office for Policing and Crime's (MOPAC) estate supports the operations of some 54,000 officers and staff within the Metropolitan Police Service (MPS). As at September 2012 the MPS operated from 970,000 sq m of space in a total of 729 properties of which 497 properties have day-to-day operational activities, 205 properties are residential and 27 properties that MOPAC has approved for disposal following MPS Management Board designation as not operationally required.

The estate is characterised by a huge range of different types of properties from contact points and police stations, to typical offices for administrative purposes to specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. Within this strategy MOPAC's facilities are grouped into three broad categories: publicly accessible buildings; operational support buildings; and residential accommodation.

Context

In 2009 the Metropolitan Police Authority (MPA) and the MPS set out their Estate Strategy 2010 – 2014. This supplemental document refreshes and builds upon this strategy and responds to a number of changes since the publication of it. In particular, this refreshed strategy reflects the changes resulting from the Police Reform and Social Responsibility Act 2011 which changed the way police forces in England and Wales are governed. This resulted in the transfer of functions in January 2012 from the MPA to MOPAC.

The economic climate has sharpened the focus on how the MPS views its estate needs and the solutions MOPAC provides. The approach of 'doing more for less' is firmly embedded within this updated strategy.

Running costs for the estate have already reduced from £225m per annum as at April 2009 to £205m pa by March 2013.

The primary driver for this strategy must be set in the context of providing an estate that meets the operational needs of the MPS and which, therefore, balances both operational and financial targets; it will then drive an implementation plan for the next three years to 2016. The focus will be to achieve the savings' target by taking a corporate real estate approach - reducing the amount of space the MPS occupies, selling buildings that are surplus to requirements or are no longer fit for current and future policing, and reinvesting the capital in smaller, more efficient, modern and public-facing facilities.

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Estate Strategy 2012 – 2016 strategic objective:

To deliver a more efficient and higher quality estate which meets the operational needs of the MPS and is significantly lower in cost to run.

In financial and space terms, to achieve MOPAC's strategic objective the MPS will need to:

- Enhance the opportunities for members of the public to meet with the police providing suitable access facilities in buildings that are already within the estate or local civic facilities, whilst also raising the profile of public facing properties through consistent standards of signage and corporate 'look and feel'.
- Reduce the running costs of the MOPAC estate to £140m each year by 2015/16 - a 30% reduction on 2012 costs.
- Reduce the amount of space occupied by 300,000 sq m by 2015/16.
- Provide up to 950 modern cells, reducing the cost of the custody estate, and providing suitable facilities to support the reduction in the time it takes for a detainee being taken into custody to be processed.
- To reduce the amount of residential accommodation owned by MOPAC to no more than 200 units whilst working with Residential Providers to provide affordable accommodation to officers and staff close to where they work.

Principles

The Commissioner has set a vision for the future of the MPS under the banner of Total Policing which has three key targets: to cut crime; cut costs; and change the culture. This will be achieved through changing the way the MPS works, better use of technology and better communication and visibility. The result of these operational changes will be a more efficient use made of less property that is better equipped for the operational needs of current and future policing.

The following principles have guided the development of this strategy:

Public buildings

The methods by which people access public services have been transformed in recent years through developments in the internet and mobile telecommunications amongst other technologies. The MPS has recognised the need to enable people to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media. A separate review is currently being carried out into the public accessibility of the police. This Estate Strategy will deliver the outcomes of that review which relate to property.

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Key principles:

- To respond to the needs of the MPS by replacing outdated and underused properties that facilitate an old-style approach to meeting members of the public with a new 'open' approach that supports modern policing and meets the needs of London's diverse communities;
- To provide one 24 hour police station per Borough that will generally provide a co-located patrol base, command and custody facility. These buildings will form part of a core portfolio providing a higher quality of accommodation which will be more intensively utilised enabling space to be used for pan-London activities.
- To provide the facilities that support a variety of ways for people to communicate with the police making better use of new technologies;
- To continue to provide separate access for custody facilities so a victim of a crime no longer has to enter a police facility through the same door as the alleged perpetrator – and to make more efficient use of the custody estate.

Operational support buildings

The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that currently over 40% of desks across the MOPAC estate are potentially unoccupied at any one time. These standards, for example, allocate eight workstations to ten people across headquarters and office uses, and four to ten across operational police uses where officers are out in the community for the majority of their shift. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the MOPAC estate to be reduced. The average cost of running 14 desks each year is equivalent to the cost of one police officer - underlining the need to reduce the costs of property to focus resources onto the front line.

Key principles:

- To apply these new desk and office space standards to make more efficient use of space – focusing resources onto the front line, not buildings. This will include the closure of New Scotland Yard and the refurbishment of Curtis Green Building to be renamed Scotland Yard;
- To establish a set of core buildings which will provide a higher quality of accommodation and which will be used much more intensively.
- Freehold properties will be preferred over leasehold in order to reduce direct revenue costs of running the estate and to enable greater flexibility in the long term.
- To provide modern training facilities in a variety of locations so police officers and staff can train closer to their place of work, freeing up space in some existing facilities;
- To release buildings that are out-of-date, in the wrong place, or otherwise no longer support the needs of current and future policing.

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Residential accommodation

It is not MOPAC's core business to provide housing for MPS officers and staff although a small amount is required for operational and welfare needs. Currently it has a total of 205 properties which provide 862 residential units (a unit is an individual house or a flat/room in a block of flats or section house). However, MOPAC recognises the need to help officers and staff to find suitable housing preferably close to where they work and will seek to improve the interface with providers of affordable housing.

Key principles:

- To release for sale all but a core number of properties in order to reduce the number of residential units from 862 to up to 200; these will be retained to support short term operational requirements;
- To work with Registered Providers to establish links to provide police officers and staff with options for affordable housing close to their place of work should they need it.

MOPAC/MPS Estate Strategy 2012 – 2016

1. Introduction

In 2009 the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS) set out their Estate Strategy 2010 - 2014. This supplemental document refreshes and builds on that strategy. It reflects the changes following the Police Reform and Social Responsibility Act 2011, the creation of the Mayor's Office for Policing and Crime (MOPAC) and transfer of powers from the MPA in January 2012, as well as the learning taken from the implementation of the existing strategy and the Climate Change Act 2000.

The overall aim and objectives of the strategy remain unchanged: to provide a better quality estate in the right places to support the fight on crime. A substantial amount of work has been undertaken since 2010. The highlights are:

- 198 safer neighbourhood bases have been completed; 14 major refurbishments or new buildings have been completed or are under construction; three new regional training centres and four support facilities have been delivered.
- 43,000 sq m of space has been vacated as at April 2012 with a further 122,000 sq m of space identified as surplus to operational requirements. In total, this is equivalent to the space covered by 22 Wembley sized football pitches.
- Capital sales of £69m have been achieved as at April 2012 with a realizable target of a further £40m from buildings currently being vacated (excluding the surplus land at the Peel Centre).
- Overall running costs have been reduced from £225m each year as at April 2009 to £205m by March 2013.

The economic climate has changed the focus of how the MPS views its estate needs - the approach of 'doing more for less' is now firmly embedded in this strategy. Reducing the costs of the MPS estate will make a substantial contribution to meeting that target.

2. Estate Strategy Objectives

The core MOPAC objective for real estate is:

*To deliver a
more efficient and higher quality estate
which meets the MPS's operational needs, and is
run at a significantly lower cost.*

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The Estate Strategy will enable MOPAC / MPS to:

- replace out-dated expensive-to-run and underused properties with a more efficient less costly portfolio through focusing investment on a core set of buildings;
- make more intensive use of the remaining properties through modern ways of working;
- enhance the operational capability of buildings to enable the MPS to meet its objective to cut crime; and
- work with other public bodies to share facilities to reduce cost both within the MPS and for those public bodies.

The focus, therefore, is to accelerate the reduction of the amount of space the MPS occupies, to sell properties that do not meet current needs and reinvest that capital in more efficient modern facilities whilst enhancing public access to the police. As part of this plan, the running cost per square metre may rise to support the better quality more intensively used space but the overall running costs of the portfolio will be significantly lower.

In order to meet the estate objectives, MOPAC has set the following targets:

- To reduce the running costs of the estate to £140m each year by April 2016 (a 30% reduction on 2012 costs). All targets are set at April 2012 values.
- To reduce the amount of space occupied by at least 300,000 sq m by 2015/16.
- To provide in the region of 950 modern cells in custody facilities reducing the cost of the custody estate and providing suitable facilities to support the reduction in the time it takes for a detainee to be taken into custody to be processed.
- To achieve these cost and space reductions whilst enhancing the opportunities for members of the public to meet with the police through providing more access facilities in buildings across both the MPS and wider public estates as part of the overall accessibility strategy to the MPS.
- To provide access to affordable housing for police officers and members of police staff through working with Registered Providers.

MOPAC and the MPS Management Board have increased their commitment to a corporate real estate approach to the provision and management of space which will support the achievement of the stated objectives.

In September 2011, the Commissioner set out the vision for the MPS - the 'One Met Model' - under the banner of Total Policing. It has three key targets: to cut crime; cut costs; and change the culture. The Commissioner has committed to help do the best possible job for Londoners – focusing on the following three core areas:

- Better ways of working
- Better use of technology
- Better use of communication and visibility

This refreshed estate strategy draws upon these themes in two ways: it will draw on best practices from both the public and private sectors for how space can be used more efficiently; and, it will support the changing practices being proposed by MPS operational teams. The

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combination of these two activities will enable a radical change to the shape, the use and the size of the MPS estate.

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Challenging targets create opportunities. Almost three quarters (73%) of the MOPAC estate by floor area is owned freehold. As a result, there is an opportunity to release capital from properties that no longer meet the operational needs of current and future policing. This can then be reinvested in new modern or refurbished buildings that are cheaper to run and better meet operational needs, with no overall increase in capital spend.

3. The Existing Estate

The MPS occupy a total of 970,000 sq m of space in a total of 719 properties of which 497 properties have day-to-day operational activities, 205 are residential and 27 properties that MOPAC has approved for disposal following MPS Management Board designation as not operationally required. Within the active estate are a further group of properties that the MPS has designated as not operationally required and these are subject to public consultation by MOPAC.

The police estate dates back to 1847 and a number of the buildings are not economically viable to be upgraded for modern use. They are inefficient and expensive both operationally and in terms of maintenance and energy use. In addition, the police service has changed dramatically in the last decade; technology has made many of the buildings obsolete and unable to support modern methods of collaborative team working. The MPS's 'One Met Model' will be delivered through new ways of working, achieving greater visibility and a better use of technology. The estate provided by MOPAC needs to continue to adapt to these changes and combining the MPS's model with a new approach to the estate will ensure greater efficiency and performance.

The MOPAC estate is characterised by a huge range of different types of properties; from police stations and typical offices for administrative purposes to specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. In order to improve the efficiency and performance of the estate, whilst supporting operational policing capability, MOPAC and the MPS will focus on ten categories of operational buildings – each with a different approach ensuring efficiency of the amount of space used. These portfolio types are set out in the table in the next section.

All buildings are assigned a portfolio reflecting their principal use, not necessarily their sole use. The estate strategy focuses on ensuring that all properties can be adapted for different users and most buildings will have multiple different occupiers. By examining their principal use MOPAC can analyse whether the building is fit for that use and whether it is capable of the flexibility needed for future modern policing. An example of this is within the custody estate – many buildings with smaller costly custody units remain open only because of the custody facilities provided. The remainder of the building may no longer be usable or efficient for alternative uses and as such the existing custody suite is inefficient to run. This strategy, therefore, focuses on closing and disposing of these costly and inefficient buildings and replacing them with larger, higher quality and more efficient modern buildings.

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There are three groups of properties within the overall portfolio: those where there is a physical interface with members of the public - whether voluntary or involuntary; those that provide support administrative facilities; and the residential estate. In addition, a number of buildings have already been identified as surplus by the MPS as they are no longer required for operational policing and approved by MOPAC for disposal; these buildings have been marked as 'not required'. There are 27 properties in this category - three properties have front counters, all of which have been replaced with a new front counter nearby. Within the active estate are 65 properties with front counters that the MPS has designated as not operationally required and these are subject to public consultation by MOPAC.

The table in the next section also indicates the direct costs of running each of the portfolios - a total of £185m each year (2011/12). In addition to the direct costs are the indirect property costs which are those costs that do not relate specifically to one property, eg management costs. These equate to about £20m each year – driving a current total annual cost of property of £205m.

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4. Specific Real Estate Targets for the Future of the Estate

MOPAC has set the portfolio level targets for the reduction of running costs based on operational needs. This section identifies how this target will be achieved through analysis of each portfolio type as well as specific targets. The table below sets out the portfolio types as described in the previous section. It shows the existing running costs for each portfolio type and the expected reductions by 2016.

Port- folio	Description	Size (sq m)	No. of properties	Direct running costs £000s (2011/12)	Target Running Cost (£000s) by 2015/16*
Public Interface					
1	24 Hour Borough Police Station Estate	175,012	33	37,540	37,500
2	Smaller Police Stations/ Safer Neighbourhood Estate	106,611	233	15,314	11,000
3	Custody Estate (excl custody buildings as part of other portfolios)	95,974	32	12,351	7,500
Operational Support					
4	Operational Support Estate	167,592	71	23,212	15,000
5	Deployment & Patrol Base Estate	58,994	22	15,744	10,000
6	Public Order Estate	22,606	9	2,414	2,000
7	Training Estate and Regional Learning Centres	2,225**	9	9,522	8,500
8	Headquarters Estate	164,654	8	46,692	40,000
9	Specialist Facilities	90,749	80	13,197	9,500
Sub Total	Total operational properties at September 2012	884,417	497	175,986	141,000
Residential					
10	Residential	50,609	205	951	750
Surplus Estate as at September 2012					
Surplus	Properties approved by MPS as not required and vacated by April 2013	37,012	27	7,643	0

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Grand Total		972,038	729	184,580	141,750
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* Targets are based on 2011/12 costs and no allowance has been made for inflation through to 2016. Targets also assume that there will be a reduction in cost of a number of third party contractual arrangements through negotiation and payment of exit penalties - this will be subject to achieving a satisfactory commercial agreement with those third parties.

** Floor area excludes Gravesend due to the complexity and type of buildings. Costs include the Gravesend property.

Up to 70 buildings within the portfolio have been identified as core – including the twenty-four hour operated police stations in each Borough. These properties will be the core set of buildings in which investment will be made to provide a higher quality of space and which will be more intensively used.

The targets set out in the table above will be achieved through the specific activities set out below.

5. Public Interface Portfolios

Many public sector organisations are now exploring opportunities to share the publicly owned/occupied estate. This not only reduces costs but creates a more engaging and vibrant use of facilities - it creates a more friendly face.

The methods by which people access public sector and business services have been transformed in recent years through developments in the internet, mobile telecommunications and other technology. The change in London's demography also has a substantial impact. The MPS has recognised the need to enable the public to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media. The MPS describe this as 'The Public Access Promise'. This approach to multi-channel access reflects the public need and requirement to use many different methods to make contact with the police. Since 2008, there has been a 20% reduction in crime reporting at front counters and a 32% increase in internet and email reporting. The Commissioner, for example, has committed that all victims of crime will be visited by a police officer if they wish rather than having to visit a police station - this benefits victims but also has a consequential effect on the need for police estate.

In addition, the requirement to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim accesses the building through the same door as the alleged perpetrator of a crime is no longer suitable. This requirement is already having an impact on the physical infrastructure of the estate.

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Many other organisations that have historically sat behind protective screens have moved away from this approach. Banks and building societies as well as the Department for Work and Pensions for example have all begun to remove their screens and share space with different users. The HMRC has successfully replaced some personal contact centres in cities and towns with facilities in local authority buildings. The MPS will move towards more 'open' front counters.

As part of this estate strategy, MOPAC will further develop our relationships with other public sector bodies as well as private and third sector organisations specifically to find routes for the public to access the police in areas where they could access many other services.

Specific targets:

- The estate that supports public facing operational buildings (portfolio 1) will be designated as core and enhanced to provide more workstations and facilities which will be more intensively used (all desks will be used on average 75% of the working day) through an expansion of the non-assigned desk approach enabling officers to be more visible to the public rather than sitting behind a desk.
- The Public Access Strategy, which is being developed by the MPS, has highlighted that a number of front counters are underused. Once the strategy has been approved, following consultation initiatives, and the list finalised, those front counters will be replaced through the provision of 'Contact Points'. The Contact Points will be in existing MPS and shared public buildings.
- The strategy to modernise custody facilities (portfolio 3) will continue; old out-dated facilities with fewer than fifteen cells will be considered for replacement with larger facilities of up to forty cells depending on operational need. This is substantially more efficient in both property and operational costs and provides a better operational standard.

6. Operational Support Portfolios

The MPS has set occupational standards for all its properties that meet and, in many cases, exceed Government targets for efficiency. The estate strategy will focus on delivering an efficient estate that meets these standards. In summary, the standards are:

- 8 workstations to 10 people across the space allocated to headquarters and office uses;
- 6 workstations to 10 people across the space allocated to investigative uses;
- 4 workstations to 10 people across the space allocated to the operational police uses (response and patrol); and
- One locker for each police officer or member of staff allocated with a uniform. The size of lockers will vary depending upon relevant training and skills for each officer and the resultant kit allocation/needs for that role. Locker allocation and management processes will be corporately implemented.

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Analysis of the use of the existing police estate has shown that over 40% of desks are unoccupied at any one time across the MPS estate. This reflects the dynamic nature of the workforce, whether moving between buildings or out in local communities. The survey shows that all buildings in the estate are potentially underused and there is, therefore, an opportunity to reduce the number of buildings by one-third. Over the next 12 months all properties will be subject to a review to establish whether use can be improved and/or whether a property is no longer required.

The MPS has piloted a non-assigned desk approach within its headquarters and operational estate and will be rolling this out across the portfolio. This means that only those people who work full time, always work within a single building and rarely attend meetings will be assigned desks. This reflects a modern approach to flexible working – enabling police staff to work from any building and police officers to be more visible to the public. This approach will substantially reduce the number of desks that are unoccupied at any one time – enabling the number of buildings to be reduced and capital to be reinvested to improve the quality of the remaining estate.

Each police workstation costs, on average, £3,500 to run each year. The space taken by four single person offices is equivalent to the space of fourteen workstations – fourteen workstations costs £50,000 each year to run. The cost of one police officer is an average of £50,000 (taking account of all costs of employment). Therefore, every four single person offices or 14 workstations saved ensures that one more police officer remains on the front line.

Specific targets:

- MOPAC has eight major ‘office’ buildings for both MPS operational and administrative needs within its Headquarters and Operational Support Estates (portfolios 4 and 8). These represent 25% of the total costs of the estate. Through the introduction of corporate standards and modern methods of working, the MPS will reduce the amount of space required by 55,000 sq m by 2015/16. An example of this approach is Jubilee House, Putney which is a current building refurbishment project. This will provide upgraded modern facilities and will double the capacity of the building from 400 to 800 workstations enabling 1,100 people to work from the building compared with less than 400 previously.
- The MPS has stated that New Scotland Yard no longer meets operational needs. MOPAC will refurbish Curtis Green Building on Embankment, which will be renamed Scotland Yard, as the principal HQ building; MOPAC will also refurbish Lambeth and upgrade Cobalt Square to provide higher quality space and to relocate some of the teams from New Scotland Yard. This will enable the release of surplus space to meet the target reductions. Buildings that are core to operational need and that are to be retained will be more intensively used. A target of 75% of all workstations being used during normal working hours will be achieved through the continued implementation of a non-assigned desk policy and a reduction in the number of single person offices.

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- The strategy for the estate that supports training and development will continue. Three ‘Regional Learning Centres’ have already been refurbished. 85,000m sq m of out-dated space at the Peel Centre (Hendon) will be replaced by a new 21,000 sq m building for both training and operational uses on the site – funded through the sale of 53 acres of land for re-development; this will also support the London Borough of Barnet’s ambitions to regenerate the Colindale area.
- In 2014, MOPAC will introduce new facilities management service contracts and specifications. The new contracts will reflect the revised approach to the estate, with estimated savings of up to a further 20% in the cost of service delivery (from the 2009/10 cost base).
- The specialist estate will be developed to provide better facilities in fewer buildings. For example, there are currently six town firing ranges constructed in the 1960s and an advanced public order and firearms training ground at Gravesend. A new advanced firing range facility is proposed for the Peel Centre enabling the release of a number of existing out-dated ranges. Core forensic facilities will be refurbished to meet changing operational delivery.
- MOPAC currently provides three ‘MetCall’ centres in its core operational estate providing emergency (999) and non-emergency (101) call response. The future provision will reflect the outcome of the current MPS review of its command and control process.
- The provision of data centres is the subject of an ongoing review. The future estate will reflect both changes in technology and operations.
- The MPS will look to take advantage of electronic records management storage to enable the release of further buildings currently retained for storage.

7. Residential Portfolio

MOPAC will retain a number of properties with up to 200 residential units (reduced from 862 units) within a core residential portfolio for short term operational and welfare requirements. Those assets surplus to requirements will be released. Blocks of flats and single houses will be marketed for sale on the open market. Section houses are buildings, or parts of buildings, which adjoin operational facilities - usually they are rooms with shared bathroom and common room facilities. Those surplus to need will be redeveloped or refurbished for alternative uses - either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.

Working with Registered Providers, MOPAC will strive to make affordable housing available to police officers or members of police staff close to where they work. This enables a rapid response in emergencies and ensures that officers are a part of the communities they serve. The MPS ‘Property Zone Portal’ already provides access for police officers to be able to find housing – this will be enhanced through MOPAC’s relationships with Residential Providers to ensure that police officers and staff are given priority access.

8. Funding

Investment in the refurbishment and provision of new build facilities will be funded through the sale of the surplus estate which no longer meets the needs of a modern police service. Estimates of value of the surplus portfolio that will be released are in excess of £300m (based upon current book value).

9. Social, Economic and Environmental Sustainability

The MPS has a Corporate Social Responsibility (CSR) Strategy that outlines our commitments to social, economic and environmental sustainability. Through the modernisation of the estate and provision of higher quality buildings, MOPAC will drive towards an estate that:

- Supports diversity by enabling access to all people;
- Reduces the energy costs of buildings;
- Addresses our responsibilities towards the CRC Energy Efficiency Scheme;
- Takes account of travel patterns of the public as well as employees; and,
- Meets environmental targets set by the MPS, central government and the Greater London Authority (GLA).

An example is where we have realigned our core processes to reflect the ‘protected characteristics’ as defined in the Equality Act 2010 to proactively consider the needs of those who use the estate. Every new building project and/or major change programme has an Equality Impact Assessment which is developed in line with the development of the project in order to support key decision makers, whether internal to MOPAC/MPS or external bodies such as Local Planning Authorities.

10. Resilience and Compliance

The MOPAC / MPS estate strategy is focused upon ensuring the health, safety and well being of anyone who works in or visits any of the buildings within the estate. Standards and Design Guides will form the foundation to delivering and maintaining a consistent and legally compliant corporate approach to the estate. Compliance with statutory obligations will not be compromised and forms a fundamental part in the appraisal and analysis of the retained buildings.

The resilience of the portfolio and impact of the potential loss of operational use is of great significance to the MPS when planning the future of the estate. Each building, as if it is refurbished/redeveloped, will be assigned a resilience standard - priority, significant or standard. This reflects how critical the building is to the wider operation of the MPS and its ability to recover from a major supply disruption or component failure.

11. Town Planning Impact

MOPAC monitor all major planning applications in the Greater London area on behalf of the MPS (who is a consultee) to review any potential impacts on policing. Where appropriate the Local Authority are approached to include either accommodation or a financial contribution to meet the needs for policing arising from a planning consent as a condition of any Section 106 Agreement. MOPAC also monitor all Local Authority planning policy documents through the consultation process and make representations to protect or enhance the MOPAC existing estate for both operational reasons as well as protecting value. Major planning applications are defined to comprise: inner London Boroughs – all development schemes in excess of 10,000 sq m or 200 residential units or 250 car parking spaces; in outer London Boroughs the definitions are in excess of 5,000 sq m; 100 residential units or 100 car parking spaces.

12. Detailed Portfolio Analysis

This section outlines the specific plans for each of the portfolio categories outlined in the table above.

12.1. Portfolio 1 - 24 Hour Borough Police Stations

Number of buildings in portfolio	Size (sq m)	No of Workstations	No of Lockers	Running Costs £000
33 Properties	175,012	9,488	14,263	37,540

MOPAC and the MPS are committed to a 24 hour police station in each of the 32 London boroughs. This commitment is both operationally desirable and delivers on the Mayor's election pledge. This portfolio comprises the core operational facility for each Borough. Generally the location of the Senior Leadership Team for the Borough, these buildings function as the nerve centre for day to day policing.

At the heart of the strategy will be thirty-three 24 hour Borough facilities (with two facilities in Westminster). Each building will provide a central base for the policing of its geographic area; generally it will include the 'Grip & Pace' centre providing 24 hour command and control as well as the local desk based operational services, local patrol base and custody facilities. In some Boroughs, due to physical constraints, the 24 hour front counter will be in a separate building to the Senior Leadership Team and in these cases, both properties will be designated as core.

The majority of these facilities are located in the larger buildings in each area which may include up to 500 work stations. Each of these buildings has been analysed for its utilisation. This analysis will drive the achievement of the space utilisation targets across the portfolio. The MPS's 'One Met Model' is built around the three core themes of better ways of working, better use of technology and better use of communications in order to enhance visibility. The impact that this has on the portfolio will be:

- Reduced need for office space as better technology will keep officers mobile;
- Use of non- assigned desks for local patrol and response teams - with hubs to charge equipment etc;
- Improved utilisation of all existing space through non-assigned desks; and
- Specialist facilities provided at area level.

The utilisation analysis of the space in these buildings, based upon the use of existing technology and processes, shows that there is an immediate opportunity to use this portfolio more effectively through the non-assigned desk approach which should release 30% of current desks for different uses. Space not required by the local operations teams will be reallocated to area or pan-London teams to assist in the reduction in the Headquarters Estate and support the focus of becoming more local.

Key Targets

The targets for this portfolio focus on a more intensive use of this space as the majority of properties will be retained.

The MPS will improve the use of desk space ensuring that desks are used at least 75% of the time and a target of 25% of space to be made available for pan-London activities. MOPAC will focus refurbishment of those buildings core to operations.

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12.2. Portfolio 2 – Smaller Police Stations/ Safer Neighbourhood Estate

Number of buildings in portfolio	Size (sq m)	No of Workstations	No of Lockers	Running Costs £000
233 Properties	106,611	4,499	9,602	15,314

This portfolio provides support facilities for police stations, local neighbourhood teams and front counters for public access.

Public Access

A review of how the public accesses police services is currently being undertaken by the MPS which focuses on what services need to be provided and what facilities are required to provide a modern, responsive and efficient police service. The Commissioner and the Mayor have committed to providing one 24 hour police station in each Borough and to not shutting any police station until there is a suitable alternative provision where the public can meet the police.

The provision of front counters across London is included in the public access review, in response to changing public preferences, demands and the availability of alternative channels of access to policing services. The analysis by the MPS has highlighted that a number of front counters are underused. Once the strategy has been approved, following consultation initiatives, and the list finalised, those front counters will be replaced through the provision of 'Contact Points'. The Contact Points will be in existing MPS and shared public buildings where there are regular visits by the public.

The estate strategy will support the results of these discussions and commitments through identifying a portfolio of alternative facilities to support the use of Contact Points. It will also support the ICT strategy in finding alternative technology and infrastructure to enable officers to use data systems in alternative locations without having to have the full security facilities that are currently required.

The annex to this document lists the stations in the MPS estate that are open to the public with a front counter currently. The draft Police and Crime Plan, supported by this strategy, proposes retaining 71 of the 136 current front counters and closing the front counters at 65 locations.

Support

The support portfolio provides small facilities throughout London providing lockers and touchdown points for police officers close to their neighbourhoods.

The MPS is currently reviewing the structure of their Local Policing Model (LPM) and the estate strategy will work to support the outcome of this review.

It is anticipated that many of these support facilities can be provided in other 'blue light' facilities (ambulance, fire service, etc) as well as other public sector buildings. An alternative strategy will be developed.

Key Target:

- **MOPAC will support the MPS review of the estate by seeking out an alternative portfolio that meets a more modern approach to accessing the MPS.**
- **Many existing public properties that provide public access will be replaced with locations that are more publicly accessible and will increase the visibility of the MPS.**
- **The profile of public facing properties will be raised through consistent standards of signage and corporate 'look and feel'.**

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12.3. Portfolio 3 – Custody

No	Type of facility	No of cells	Running costs £000
1.	29 Properties – principal use is custody	281	10,785
2.	3 Properties - stand alone custody centres.	100	1,566
Total	32 Properties		
3.	36 Properties - mixed use where principal function is not custody (these appear in other portfolio classifications)	555	41,813

There are 68 properties within the current estate that have some form of custody providing 936 cells. In 32 properties, the principle use is custody and those properties are included within the portfolio.

Much of the estate that provides custody facilities is situated in older buildings providing up to fifteen cells in a single location. The facilities are very difficult to maintain as they are in operational use and a number do not meet modern custodial requirements. Day to day management in a five to fifteen cell custody facility requires a similar number of staff to a twenty-five cell arrangement. The strategy to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim of crime accesses the building through the same door as the alleged perpetrator of a crime is not suitable.

The MPS has already implemented a central cell allocation process which has increased utilisation and efficiency across the estate. This increases the effective capacity of the custody portfolio.

The strategy for the custody estate has been to consolidate the smaller, older facilities into larger purpose built buildings with a much better specification and which comply with modern custodial requirements - this will continue. In addition, some facilities include virtual courts and all have access to translation centres which enable much faster access to the criminal justice system at a much lower cost.

By 2012, MOPAC had completed the construction of the following Custody Centres - these are buildings that mainly provide custody facilities:

No	Name	No of Cells	Completed
1.	Wandsworth	30	2012
2.	Leyton	30	2011
3.	Windmill Road, Croydon	40	2012

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MOPAC will complete the following pipeline for new Custody Centres in 2013:

No	Name	No of Cells	Due for completion
1.	Colindale	25	2013
2.	Walworth Road, Southwark	30	2013
3.	Kingston	20	2013
4.	Wood Green, Haringey	40	2013
5.	Brixton	40	2013

The five new Custody Centres due for completion in 2013 will provide an additional 155 cells to the custody estate. These new centres will replace 20 properties that provide an existing 155 cells that the MPS has identified as being inefficient. This will provide a saving of £5.2m each year.

The objective, therefore, is to have 38 properties that provide 24 hour 7 days per week facilities that deliver 833 cells. 11 additional facilities with a further 103 cells will be available for overflow. This totals 936 cells, MOPAC will provide up to 950 cells for operational use.

Key Target:

MOPAC will provide an additional 155 modern cells in five new buildings and will shut 20 custody facilities with the same number of cells. This will provide a saving of £5.2m each year from 2014 whilst maintaining the number of cells available at a total of 936 in 49 properties across London.

MOPAC will continue to work with the MPS to review the efficiency of the buildings and seek ways to rationalise the estate in order to provide greater efficiency for detainee handling, a more modern set of custody facilities as well as reducing running costs.

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12.4. Portfolio 4 - Operational Support Estate

No	Type of building	Size (sq m)	No of workstations	No of lockers	Running costs £000
1.	55 Properties that are occupied	165,742	6,051	6,829	22,302
2.	6 Wireless stations	1,850	17	17	511
3.	10 Vehicle parking facilities	-	-	-	399
	Total	167,592	6,051	6,846	23,212

The nature of this portfolio is split into three categories: support offices; communications facilities; and parking/vehicles.

The support offices are all buildings that provide operational support facilities to police officers - usually with a multitude of different activities from neighbourhood policing support, murder investigation teams/forensics, special operations and local training. They may provide both local and pan London support. In addition, there are a number of operational facilities for communication links as well as operational vehicle parking facilities.

The estate is characterised by a multitude of different types and sizes of buildings.

MOPAC and the MPS will rationalise this portfolio to more intensively use a smaller number of buildings within the Estate, supporting a reduction in the number of facilities that will drive the reduction in costs. Where possible these teams will be located into the core 24/7 police stations where space has become available based upon the utilisation analysis.

The following buildings, core to operational support needs, will be refurbished to maximise the use of facilities:

- Lambeth HQ - half of the building was refurbished in 2002/3 to provide high quality accommodation for one of the three MetCall Centres. The remainder of the building will be refurbished and will accommodate a number of operational teams requiring a central London location.
- The Peel Centre, Hendon, will be replaced by a new 21,000 sq m building for both training and operational uses on the site which will be funded through the sale of 53 acres of land for re-development. This will also support the London Borough of Barnet's ambitions to regenerate the Colindale area as part of the Colindale Area Action Plan.
- Cobalt Square will be upgraded in 2013 with additional power and cooling facilities. This will provide sufficient resilience to enable the building to be used more intensively 24 hours per day, 7 days per week.

Key Target:

The core operating buildings (The Peel Centre, Lambeth and Cobalt Square) will be refurbished by 2016 - overall this will reduce the running costs by £3.5m each year by improving the quality of the estate.

Paddington Green Police Station will be considered for a full redevelopment or refurbishment.

A review will be undertaken of the remaining buildings to more intensively use space and reduce the costs of the portfolio by 50% saving a further £5m each year.

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12.5. Portfolio 5 – Deployment Bases and Patrol Centres

Number of Buildings in portfolio	Size (sq m)	No of car spaces	No of workstations	No of lockers	Running costs £000
22 Properties	58,994		1,961	7,599	15,744

Since 2010 it has been part of the MPS strategy to consolidate pan-London teams into regional locations. The longer term strategy is for all operational teams to be located in five large deployment bases.

The MPS will complete the following deployment centres by 2015/16

No	Name
1.	Alperton Deployment Base, Brent
2.	Deer Park Road, Merton

A review of this portfolio will be undertaken to consider how many of the 21 current facilities can be consolidated into the five regional centres. The review will assess the use of the facilities, the cost of consolidation and the revenue benefits.

Key Target:

A programme will be put in place to reduce the cost of the running of this portfolio by £5m through the rationalisation of buildings to five core sites.

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12.6. Portfolio 6 – Public Order: Dogs and Horses

No	Number of buildings in portfolio	Size (sq m)	No of workstations	No of lockers	Running costs £000
1.	9 Properties	22,606	407	1,079	2,414

Note: This excludes Lewisham Police Station (portfolio1) which has 28 stables and loose boxes.

Many buildings within the overall estate provide facilities that support the requirements for those involved with public order. This portfolio sets out the properties where the facilities are used predominantly for public order and in particular the management of dogs and horses as well as associated equipment.

The primary focus for the estate strategy is for the welfare of the animals and their proximity to where they are likely to be deployed.

A review of this portfolio will be undertaken to assess the suitability of each property and location with the aim, if possible, to rationalise the number of buildings.

Key Target:

Opportunities will be considered for rationalising space into modern efficient facilities - delivering running cost savings of £0.5m each year.

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12.7. Portfolio 7 – Training Estate and Regional Learning Centres

No	Number of buildings in portfolio	Size (sq m)	No of workstations	No of lockers	Running costs £000
1.	9 Properties	2,225*	296	733	9,522

* Floor area excludes Gravesend. Costs include Gravesend.

Note: Marlowe House, Empress State Building and Peel Centre Hendon provide training facilities within an operational building and are accounted for in the HQ and operational support portfolios.

The MPS and MOPAC believe that training and education is essential for the development of an effective organisation. The better trained all police officers and staff are the more effective will be 'Total Policing'. In the last three years the MPS has substantially reformed its training and development programme for all its recruits, officers and staff.

A decade ago the MPS recruited and trained the majority of its staff at the Peel Centre, Colindale (often referred to within the MPS as 'Hendon'). Officers are now vocationally trained with different degrees of training for volunteer Metropolitan Special Constables (MSC), Police Community Support Officers (PCSO) and Police Officers. All staff are trained in local Regional Learning Centres. The five Regional Learning Centres are:

No	Building
1.	Sovereign Gate, Richmond
2.	Marlowe House, Sidcup
3.	195 Buckingham Palace Road, Victoria
4.	Empress State Building
5.	Peel Centre, Hendon

195 Buckingham Palace Road is held on a lease to 2014. At the end of the lease the facilities will be consolidated into Empress State Building providing 4 key Regional Learning Centres.

Public Order and Firearms Training

The MPS will continue to enhance its training programme for public order and train more officers at Gravesend. Many of the firing ranges have already been adapted to allow for more training capacity. Training in 'method of entry' will be consolidated onto this site.

A new 50 metre firing range will be constructed at The Peel Centre, Hendon as part of the new development which will enhance the training capability for officers carrying the new higher calibre weapons. The MPS will look to progressively close the old 25 metre town ranges which increasingly cannot provide the correct facilities for modern weapons.

Key Target:

Two properties will be vacated by 2014 - 195 Buckingham Palace Road and Dawes Hill - this will save £0.5m each year plus £1m in operational savings.

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The Gravesend PFI contract will be reviewed and the use of facilities maximised reducing the cost of other training facilities by £0.5m.

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Portfolio 8 - Headquarters Estate

The headquarters estate is characterised by large office buildings which are occupied by both administrative functions and operational police functions such as counter terrorism, forensics, and diplomatic protection.

Name	Size (sq m)	No of workstations	No of lockers
NEW SCOTLAND YARD	55,277	3,284	731
DEAN FARRAR STREET GND 1ST 2ND (PART) 3RD FLOORS	1,417	125	-
CURTIS GREEN BUILDING	8,691	Awaiting Refurbishment	Awaiting Refurbishment
58 BUCKINGHAM GATE	2,450	32	5
JUBILEE HOUSE PUTNEY	16,561	739	91
MARLOWE HOUSE	32,975	1,211	262
EMPRESS STATE BUILDING	41,284	3,910	1,243
EDINBURGH HOUSE	6,000	762	180
Total	164,655	10,063	2,512

This estate provides key administration and office accommodation. This group of eight properties provides 17% of the total estate by square metres costing £47m each year to run - 25% of the total running costs of the whole MOPAC portfolio.

New Scotland Yard was built in 1961. The building is owned freehold and is situated in the heart of a thriving commercial district in Victoria. The MPS has reviewed the operational capability of the building and has concluded that its requirements for an HQ can be better met through the refurbishment of the Curtis Green Building to continue to provide a central HQ in Westminster. It will be renamed Scotland Yard and will provide 500 work stations with support and command facilities. New Scotland Yard will be sold on the open market for redevelopment, releasing capital to fund a substantial investment into the estate including the refurbishment of Curtis Green and Lambeth (portfolio 4 - support estate). All the teams currently located within New Scotland Yard will be accommodated elsewhere within the existing estate enabled by space being made available through a more intensive approach to using buildings. This will reduce the size of the estate by about 55,000 sq m and make a saving of about £6.5m each year.

Jubilee House, Putney is being refurbished to provide modern office accommodation and will be complete in 2013. The new space will provide 739 workstations (an increase from 400 workstations) and enable collaborative working. Over 1,100 people will work from this building compared with less than 400 before the refurbishment.

Empress State Building, Marlowe House and Edinburgh House all provide office accommodation that will be more intensively used through the provision of non-assigned desks. This has been successfully piloted and has shown a 30% increase in the number of people using the same space without compromising individual efficiency. This capacity will support the closure of New Scotland Yard.

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The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that currently over 40% of desks within the HQ estate are unoccupied at any one time. These standards, for example, allocate eight work stations to 10 people across headquarters and office uses. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the HQ estate to be reduced. The cost of running 14 desks each year is equivalent to the cost of one police officer - underlining the needs to reduce the costs of property to focus resources onto the front line.

Key Target:

The MPS will reduce operational requirements for headquarters' facilities by 55,000 sq m by 2015/2016 through the closure of New Scotland Yard achieving a net saving £6.5m each year (after refurbishment of the other HQ buildings). As part of this programme MOPAC will refurbish a number of the buildings to provide a higher quality estate.

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12.8. Portfolio 9 – Specialist requirements

No	Number of properties in portfolio	Size (sq m)	No of workstations	No of lockers	Running costs £000
1.	80 Properties	90,749	2,073	2,338	13,197

There is a large estate of properties that support a number of specialist activities. Examples include:

- Forensic evidence suites supporting specific crime types.
- Buildings occupied for the purposes of policing at border points such as Heathrow.
- Buildings occupied in support of royalty and diplomatic protection functions.
- Car pound facilities to store uninsured vehicles awaiting collection or to be recycled.

A review will be undertaken of all properties in this portfolio.

Key Target:

Many of these buildings are situated in the historic part of the estate. Opportunities will be taken to rationalise space; co-locating functions where possible, delivering running cost savings of £3m per year.

12.9. Portfolio 10 – Residential

Property Type	No of Properties	Number of ‘units’
Blocks of Flats	21	348
Single Flats	15	17
Single Houses	164	166
Residential Land	1	0
Section Houses	4	331
Grand Total	205	862

The MOPAC residential portfolio consists of 205 separate properties that house 862 individual flats, houses or section house rooms (one property could be a block of flats with a number of units or it could be a single stand alone house being one unit).

MOPAC will retain up to 200 residential units (reduced from 862 units) within a core residential portfolio that will be held for short term operational and welfare requirements. Those assets surplus to requirements will be released. There are three principal types of residential building within the existing portfolio:

- Blocks of flats - these will be marketed for sale on the open market.
- Single houses or flats - these will be sold into the open market.
- Section houses - these are buildings, or parts of buildings, that adjoin operational facilities. Usually they are rooms with shared bathroom and common room facilities. Those surplus to need will be redeveloped or refurbished for alternative uses - either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.

Working with Registered Providers, MOPAC will strive to make affordable housing available to police officers and members of police staff close to where they work. This assists with rapid response in emergencies and ensures that officers are a part of the communities they serve. The MPS ‘Property Zone Portal’ already provides access for police officers to help find housing – this will be enhanced through MOPAC’s relationships with Residential Providers to ensure that police officers and staff are given priority access.

MOPAC has agreed in principal to a partnership with Soho Housing Association who are willing to prioritise the needs of serving police officers and staff in some units within new developments. Discussions are also progressing with Peabody Estates. Other pilots have been agreed at Camden and Islington. These discussions will be extended to all Residential Providers in Greater London.

Key Target:

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To retain up to 200 units within the MOPAC estate for operational and welfare needs; to sell all stand alone houses and blocks of flats into the open market; and to work with Residential Providers to make available affordable housing to MPS officers and staff.

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ANNEX:

**Metropolitan Police Service (MPS) Occupied Properties –
Police Stations Open to the Public with Front Counters**

Metropolitan Police Service (MPS) Occupied Properties: Stations Open to Public with Front Counters

Explanations of 'status'

RETAINED	Properties that are required for operational use where a front counter will remain open
PROPOSED FOR CLOSURE	Properties where the front counter is proposed for closure
	* - NEW FRONT COUNTER PLANNED FOR PERCEVAL HOUSE (EALING)
	** - FRONT COUNTER AT EALING POLICE STATION REPLACED BY PERCEVAL HOUSE

Local Authority	Status	Name	Front Counter as at 01/01/13	Front Counter Operational Need - Future State
BARKING & DAGENHAM	RETAINED	BARKING LEARNING ANNEXE	24 HR	24 HR
BARKING & DAGENHAM	PROPOSED FOR CLOSURE	MARKS GATE POLICE OFFICE	DAY TIME	
BARKING & DAGENHAM	PROPOSED FOR CLOSURE	DAGENHAM POLICE STATION	24 HOUR	
BARKING & DAGENHAM	PROPOSED FOR CLOSURE	BARKING POLICE STATION	24 HOUR	
BARNET	RETAINED	COLINDALE POLICE STATION	24 HOUR	24HR
BARNET	PROPOSED FOR CLOSURE	WHETSTONE POLICE STATION	DAY TIME	
BARNET	PROPOSED FOR CLOSURE	BARNET POLICE STATION	DAY TIME	
BARNET	RETAINED	GOLDERS GREEN POLICE STATION	DAY TIME	DAY TIME
BEXLEY	RETAINED	BEXLEYHEATH POLICE STATION	24 HOUR	24HR
BEXLEY	RETAINED	MARLOWE HOUSE	VOLUNTEER	DAY TIME
BEXLEY	PROPOSED FOR CLOSURE	BELVEDERE POLICE STATION	VOLUNTEER	
BRENT	RETAINED	WEMBLEY POLICE STATION	24 HOUR	24HR
BRENT	RETAINED	KILBURN POLICE STATION	24 HOUR	DAY TIME
BRENT	PROPOSED FOR CLOSURE	HARLESDEN POLICE STATION	DAY TIME	
BRENT	PROPOSED FOR CLOSURE	WILLESDEN GREEN POLICE STATION	DAY TIME	
BROMLEY	RETAINED	BROMLEY POLICE STATION	24 HOUR	24HR
BROMLEY	RETAINED	COPPERFIELD HOUSE	DAY TIME	DAY TIME

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BROMLEY	PROPOSED FOR CLOSURE	BIGGIN HILL AIRPORT	DAY TIME	
BROMLEY	RETAINED	WEST WICKHAM POLICE OFFICE	VOLUNTEER	DAY TIME
BROMLEY	PROPOSED FOR CLOSURE	ORPINGTON POLICE STATION	VOLUNTEER	
CAMDEN	RETAINED	HOLBORN POLICE STATION HQ OFFICES & ARO	24 HOUR	24HR
CAMDEN	RETAINED	KENTISH TOWN POLICE STATION	24 HOUR	DAY TIME
CAMDEN	PROPOSED FOR CLOSURE	WEST HAMPSTEAD POLICE STATION	DAY TIME	
CAMDEN	PROPOSED FOR CLOSURE	ALBANY STREET POLICE STATION	DAY TIME	
CAMDEN	PROPOSED FOR CLOSURE	HAMPSTEAD POLICE STATION	DAY TIME	
CROYDON	RETAINED	CROYDON POLICE STATION	24 HOUR	24HR
CROYDON	PROPOSED FOR CLOSURE	PURLEY, WHYTECLIFFE ROAD SOUTH 9 & 11	VOLUNTEER	
CROYDON	PROPOSED FOR CLOSURE	KENLEY POLICE STATION	DAY TIME	
CROYDON	PROPOSED FOR CLOSURE	ADDINGTON POLICE STATION	DAY TIME	
CROYDON	PROPOSED FOR CLOSURE	NORBURY POLICE STATION	DAY TIME	
CROYDON	PROPOSED FOR CLOSURE	SOUTH NORWOOD POLICE STATION	24 HOUR	
EALING	RETAINED	ACTON POLICE STATION	24 HOUR	24HR
EALING	PROPOSED FOR CLOSURE	GREENFORD POLICE STATION	DAY TIME	
EALING	RETAINED	PERCEVAL HOUSE*	NONE	DAY TIME
EALING	RETAINED	SOUTHALL POLICE STATION	24 HOUR	DAY TIME
EALING	RETAINED	EALING POLICE STATION **	24 HOUR	
ENFIELD	RETAINED	EDMONTON POLICE STATION	24 HOUR	24HR
ENFIELD	RETAINED	ENFIELD POLICE STATION	24 HOUR	DAY TIME
ENFIELD	PROPOSED FOR CLOSURE	SOUTHGATE POLICE STATION	DAY TIME	
ENFIELD	PROPOSED FOR CLOSURE	WINCHMORE HILL POLICE STATION	VOLUNTEER	
GREENWICH	RETAINED	PLUMSTEAD POLICE STATION	24 HOUR	24HR
GREENWICH	RETAINED	ELTHAM POLICE STATION	DAY TIME	DAY TIME
GREENWICH	PROPOSED FOR CLOSURE	THAMESMEAD, JOYCE DAWSON WAY 11	DAY TIME	
GREENWICH	PROPOSED FOR CLOSURE	GREENWICH POLICE STATION	24 HOUR	
GREENWICH	PROPOSED FOR CLOSURE	WOOLWICH POLICE STATION	DAY TIME	
HACKNEY	RETAINED	STOKE NEWINGTON POLICE STATION	24 HOUR	24HR
HACKNEY	RETAINED	SHOREDITCH POLICE STATION	24 HOUR	DAY TIME
HACKNEY	PROPOSED FOR CLOSURE	HACKNEY POLICE STATION	24 HOUR	
HAMMERSMITH & FULHAM	RETAINED	HAMMERSMITH POLICE STATION & ANNEXES	24 HOUR	24HR
HAMMERSMITH & FULHAM	RETAINED	FULHAM POLICE STATION	24 HOUR	DAY TIME

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HAMMERSMITH & FULHAM	PROPOSED FOR CLOSURE	SHEPHERDS BUSH POLICE STATION	DAY TIME	
HARINGEY	RETAINED	TOTTENHAM POLICE STATION	24 HOUR	DAY TIME
HARINGEY	RETAINED	FISHMONGERS ARMS 287 HIGH ROAD (GROUND FLOOR)	24 HOUR	24HR
HARINGEY	RETAINED	HORNSEY POLICE STATION	24 HOUR	DAY TIME
HARINGEY	PROPOSED FOR CLOSURE	MUSWELL HILL POLICE STATION	VOLUNTEER	
HARROW	RETAINED	HARROW CENTRAL - KIRKLAND HOUSE GROUND FLOOR PART	24 HOUR	24HR
HARROW	PROPOSED FOR CLOSURE	CIVIC CENTRE HARROW	DAY TIME	
HARROW	PROPOSED FOR CLOSURE	PINNER POLICE STATION	VOLUNTEER	
HAVERING	RETAINED	ROMFORD POLICE STATION	24 HOUR	24HR
HAVERING	PROPOSED FOR CLOSURE	RAINHAM POLICE OFFICE	DAY TIME	
HAVERING	PROPOSED FOR CLOSURE	HAVERING PASC	DAY TIME	
HAVERING	PROPOSED FOR CLOSURE	STRAIGHT ROAD 84-86	DAY TIME	
HAVERING	PROPOSED FOR CLOSURE	HORNCHURCH POLICE STATION	DAY TIME	
HILLINGDON	RETAINED	HILLINGDON (UXBRIDGE) POLICE STATION	24 HOUR	24HR
HILLINGDON	RETAINED	HAYES POLICE STATION	DAYTIME	DAY TIME
HILLINGDON	PROPOSED FOR CLOSURE	NORTHWOOD POLICE OFFICE	VOLUNTEER	
HILLINGDON	RETAINED	RUISLIP POLICE STATION	DAY TIME	DAY TIME
HOUNSLOW	RETAINED	HOUNSLOW POLICE STATION	24 HOUR	24HR
HOUNSLOW	RETAINED	CHISWICK POLICE STATION	24 HOUR	DAY TIME
HOUNSLOW	PROPOSED FOR CLOSURE	FELTHAM POLICE STATION	DAY TIME	
HOUNSLOW	PROPOSED FOR CLOSURE	BRENTFORD POLICE STATION	DAY TIME	
ISLINGTON	RETAINED	ISLINGTON POLICE STATION	24 HOUR	24HR
ISLINGTON	RETAINED	HOLLOWAY POLICE STATION	24 HOUR	DAY TIME
KENSINGTON & CHELSEA	RETAINED	NOTTING HILL POLICE STATION	24 HOUR	24HR
KENSINGTON & CHELSEA	PROPOSED FOR CLOSURE	CHELSEA POLICE STATION	24 HOUR	
KENSINGTON & CHELSEA	RETAINED	KENSINGTON POLICE STATION	24 HOUR	DAY TIME
KINGSTON UPON THAMES	RETAINED	KINGSTON POLICE STATION	24 HOUR	24HR
KINGSTON UPON THAMES	RETAINED	C I TOWER GROUND FLOOR PART	VOLUNTEER	DAY TIME
KINGSTON UPON THAMES	PROPOSED FOR CLOSURE	MILLBANK HOUSE GROUND FLOOR NORTH	DAY TIME	
LAMBETH	RETAINED	BRIXTON POLICE STATION	24 HOUR	24HR
LAMBETH	PROPOSED FOR CLOSURE	CAVENDISH ROAD POLICE STATION	DAY TIME	
LAMBETH	RETAINED	KENNINGTON POLICE STATION	24 HOUR	DAY TIME
LAMBETH	PROPOSED FOR CLOSURE	CLAPHAM POLICE STATION	DAY TIME	

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LAMBETH	PROPOSED FOR CLOSURE	GIPSY HILL POLICE STATION	DAY TIME	
LAMBETH	RETAINED	STREATHAM POLICE STATION	24 HOUR	DAY TIME
LEWISHAM	RETAINED	LEWISHAM POLICE STATION	24 HOUR	24HR
LEWISHAM	RETAINED	DEPTFORD POLICE STATION	24 HOUR	DAY TIME
LEWISHAM	PROPOSED FOR CLOSURE	BROCKLEY POLICE STATION	VOLUNTEER	
LEWISHAM	RETAINED	CATFORD POLICE STATION	24 HOUR	DAY TIME
LEWISHAM	PROPOSED FOR CLOSURE	SYDENHAM POLICE STATION	DAY TIME	
MERTON	RETAINED	WIMBLEDON POLICE STATION	24 HOUR	24HR
MERTON	RETAINED	MITCHAM POLICE STATION	24 HOUR	DAY TIME
MERTON	PROPOSED FOR CLOSURE	MORDEN POLICE OFFICE 3 CROWN PARADE	DAY TIME	
MERTON	PROPOSED FOR CLOSURE	TOOTING POLICE STATION & FORMER SECTION HOUSE	DAY TIME	
NEWHAM	RETAINED	FOREST GATE POLICE STATION	24 HOUR	24HR
NEWHAM	RETAINED	PLAISTOW POLICE STATION	24 HOUR	DAY TIME
NEWHAM	RETAINED	EAST HAM POLICE STATION & FORMER SECTION HOUSE	DAY TIME	DAY TIME
NEWHAM	PROPOSED FOR CLOSURE	NORTH WOOLWICH POLICE STATION	DAY TIME	
NEWHAM	PROPOSED FOR CLOSURE	STRATFORD POLICE STATION	DAY TIME	
REDBRIDGE	RETAINED	ILFORD POLICE STATION (NEW)	24 HOUR	24HR
REDBRIDGE	RETAINED	BARKINGSIDE POLICE STATION	24 HOUR	DAY TIME
REDBRIDGE	PROPOSED FOR CLOSURE	WANSTEAD POLICE STATION	DAY TIME	
REDBRIDGE	PROPOSED FOR CLOSURE	WOODFORD POLICE STATION	DAY TIME	
RICHMOND UPON THAMES	RETAINED	SOVEREIGN GATE, RICHMOND	DAY TIME	DAY TIME
RICHMOND UPON THAMES	RETAINED	TWICKENHAM POLICE STATION	24 HOUR	24HR
RICHMOND UPON THAMES	RETAINED	TEDDINGTON POLICE STATION	VOLUNTEER	DAY TIME
SOUTHWARK	RETAINED	PECKHAM POLICE STATION	24 HOUR	24HR
SOUTHWARK	RETAINED	SOUTHWARK POLICE STATION	24 HOUR	DAY TIME
SOUTHWARK	RETAINED	WALWORTH POLICE STATION	24 HOUR	DAY TIME
SOUTHWARK	PROPOSED FOR CLOSURE	CAMBERWELL POLICE STATION	VOLUNTEER	
SOUTHWARK	PROPOSED FOR CLOSURE	EAST DULWICH POLICE STATION (NEW)	DAY TIME	
SOUTHWARK	PROPOSED FOR CLOSURE	ROTHERHITHE POLICE STATION	DAY TIME	
SUTTON	RETAINED	SUTTON POLICE STATION	24 HOUR	24HR
SUTTON	PROPOSED FOR CLOSURE	CROSSPOINT HOUSE PART GND & FIRST FLOORS	DAY TIME	
SUTTON	RETAINED	WORCESTER PARK POLICE OFFICE	VOLUNTEER	DAY TIME
TOWER HAMLETS	RETAINED	BETHNAL GREEN POLICE STATION	24 HOUR	24HR
TOWER HAMLETS	PROPOSED FOR CLOSURE	BOW POLICE STATION	DAY TIME	

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TOWER HAMLETS	RETAINED	BRICK LANE POLICE OFFICE	DAY TIME	DAY TIME
TOWER HAMLETS	PROPOSED FOR CLOSURE	ISLE OF DOGS POLICE STATION	DAY TIME	
TOWER HAMLETS	RETAINED	LIMEHOUSE POLICE STATION & FORMER SECTION HOUSE	24 HOUR	DAY TIME
TOWER HAMLETS	PROPOSED FOR CLOSURE	POPLAR POLICE OFFICE	DAY TIME	
WALTHAM FOREST	PROPOSED FOR CLOSURE	WALTHAM HOUSE	DAY TIME	
WALTHAM FOREST	PROPOSED FOR CLOSURE	WALTHAMSTOW TOWN CENTRE OFFICE SNU	DAY TIME	
WALTHAM FOREST	RETAINED	CHINGFORD POLICE STATION	24 HOUR	
WALTHAM FOREST	PROPOSED FOR CLOSURE	WALTHAMSTOW POLICE STATION	DAY TIME	
WALTHAM FOREST	PROPOSED FOR CLOSURE	LEYTON POLICE STATION	DAY TIME	
WANDSWORTH	PROPOSED FOR CLOSURE	JUBILEE HOUSE PUTNEY	TEMPORARY	
WANDSWORTH	RETAINED	WANDSWORTH POLICE STATION	24 HOUR	DAY TIME
WANDSWORTH	PROPOSED FOR CLOSURE	BATTERSEA POLICE STATION	24 HOUR	
WANDSWORTH	RETAINED	LAVENDER HILL POLICE STATION	DAY TIME	24HR
WESTMINSTER	RETAINED	CHARING CROSS POLICE STATION	24 HOUR	24HR
WESTMINSTER	RETAINED	PADDINGTON GREEN POLICE STATION	24 HOUR	DAY TIME
WESTMINSTER	RETAINED	WEST END CENTRAL POLICE STATION	24 HOUR	24HR
WESTMINSTER	RETAINED	BELGRAVIA POLICE STATION	24 HOUR	DAY TIME
WESTMINSTER	PROPOSED FOR CLOSURE	HARROW ROAD POLICE STATION	24 HOUR	
WESTMINSTER	PROPOSED FOR CLOSURE	ST JONH'S WOOD POLICE STATION & FORMER SECTION HOUSE	DAY TIME	
WESTMINSTER	PROPOSED FOR CLOSURE	MARYLEBONE POLICE STATION & FORMER SECTION HOUSE	24 HOUR	

TOTAL = 137 properties (incl. new counter at Perceval House (Ealing))

