

Nottinghamshire Police and Crime Commissioner

Notice of Decision



Nottinghamshire
POLICE & CRIME COMMISSIONER

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For Decision or Information	For Decision
Date received*:	21.09.15
Ref*:	2015.059

*to be inserted by Office of PCC

TITLE: Shared Service Hub in Kirkby-in-Ashfield

EXECUTIVE SUMMARY:

The review of Sutton Police Station and Ada Lovelace community base in Kirkby-in-Ashfield Police is part of the Estates Rationalisation Phase 3 work stream to provide a fit for purpose, flexible and sustainable estate enabling savings to be delivered of £2.4m over 3 years.

The purpose of this document is to present a proposal for a shared service hub and community safety partnership, along with Ashfield District Council (ADC) in their main building on Urban Road, Kirkby-in-Ashfield. Discussions have taken place with the Council in respect of such a shared service hub taking good practice from both the Beeston shared service hub and also the City Council's community protection model.

Sutton Police Station is not fit for modern day policing. The offices are generally small and the whole building layout is inefficient. In addition due to the proposed moves of Response and CID to Mansfield Police Station, majority of Sutton Police Station will become vacant with no plans to back fill. Having vacant, unused accommodation is not in-line with the Estates Strategy.

Two options have been considered;

Option 1: Do nothing – Not recommended.

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in. – Recommended.

Option 2: The proposal is to create a shared service hub in the main Ashfield District Council building. This will involve relocation of the police officers and staff and the community protection staff from Kirkby Contact Point (Ada Lovelace) and Sutton Police Station into the main Ashfield District Council offices.

The proposed hub accommodation will consist of;

- **Open plan office** with Ashfield District Council.
- New police front counter.
- Access to the interview rooms.
- Access to break-out rooms.
- Access to WC's, kitchen, shower etc.
- Locker rooms.
- Property Store.
- Briefing room.
- Insp office.
- Access to car parking.

Nottinghamshire Police and Crime Commissioner

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A drop-in will be created in the Idlewells Business Centre for the Sutton Beat Team. As this will be a drop-in, the accommodation will consist of;

- Secure office with workstations, access to welfare facilities.
- No public access. No front counter.

This option makes better use of our accommodation and is in-line with the Estates Strategy.

INFORMATION IN SUPPORT OF DECISION: (e.g report or business case)

Further detail (including timescales) is included in the Business Case.

FINANCIAL INFORMATION (please include if it is capital or revenue or both. What the split is and the totals being requested. Is this a virement/ something already budgeted for or something that requires additional funding. Are there any savings that can be offered up/or achieved)

Option 1 – As is with revenue costs of £72,790.

Option 2 – Would deliver reduced annual revenue costs of **£42,790** with an annual cost of **£30,000**. In addition to a capital receipt from the sale of Sutton Police Station of approximately **£285,000**. The capital estimate required for this project is **£150,000** and requires additional funding. The proposal is to commence the project during 2015/16.

Signature:

Chief Finance Officer

Date: 20th October 2015.

Is any of the supporting information classified as non public or confidential information?**

Yes

No

X

If yes, please state under which category number from the guidance**

DECISION:

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in. Additional capital funding required of **£150,000**. Capital financing budget to be amended to reflect a capital receipt of **£285,000**.

OFFICER APPROVAL

I have been consulted about the proposal and confirm that the appropriate 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 Police and Crime Commissioner.

Signature:

Chief Executive

Date: 21st October 2015

DECLARATION:

I confirm that I do not have any disclosable pecuniary interests in this decision and I take the decision in compliance with the Code of Conduct for the Nottinghamshire Office of the Police and Crime Commissioner. Any interests are indicated below:

The above request has my approval.

Signature:

Nottinghamshire Police and Crime Commissioner

Date:

26/10/15

** See guidance on non public information

Business Case



Project: Shared Service Hub in Kirkby-in-Ashfield

Project Lead: Tim Wendels

Project Manager: Phil Ellis

Date: 27th July 2015

Author: Phil Ellis

Approval: FEB

Version: Final

Revision Date	Author	Summary of Changes
		First draft version
13 Aug 15	Phil Ellis	Final
20 Oct 15	Phil Ellis	Finance figures updated

Once approved at the relevant programme board please mark the document as shown here.

Date	Approvals	Name of Board	Status, i.e. APPROVED
July 2015	Board	Estates Programme Board	Support in Principle
September 2015	Board	Transformation Board	
August 2015	FEB		
	PCC		

1. Executive Summary

The review of Sutton Police Station and Ada Lovelace community base in Kirkby-in-Ashfield Police is part of the Estates Rationalisation Phase 3 work stream to provide a fit for purpose, flexible and sustainable estate enabling savings to be delivered of £2.4m over 3 years.

The purpose of this document is to present a proposal for a shared service hub and community safety partnership, along with Ashfield District Council (ADC) in their main building on Urban Road, Kirkby-in-Ashfield. Discussions have taken place with the Council in respect of such a shared service hub taking good practice from both the Beeston shared service hub and also the City Council's community protection model.

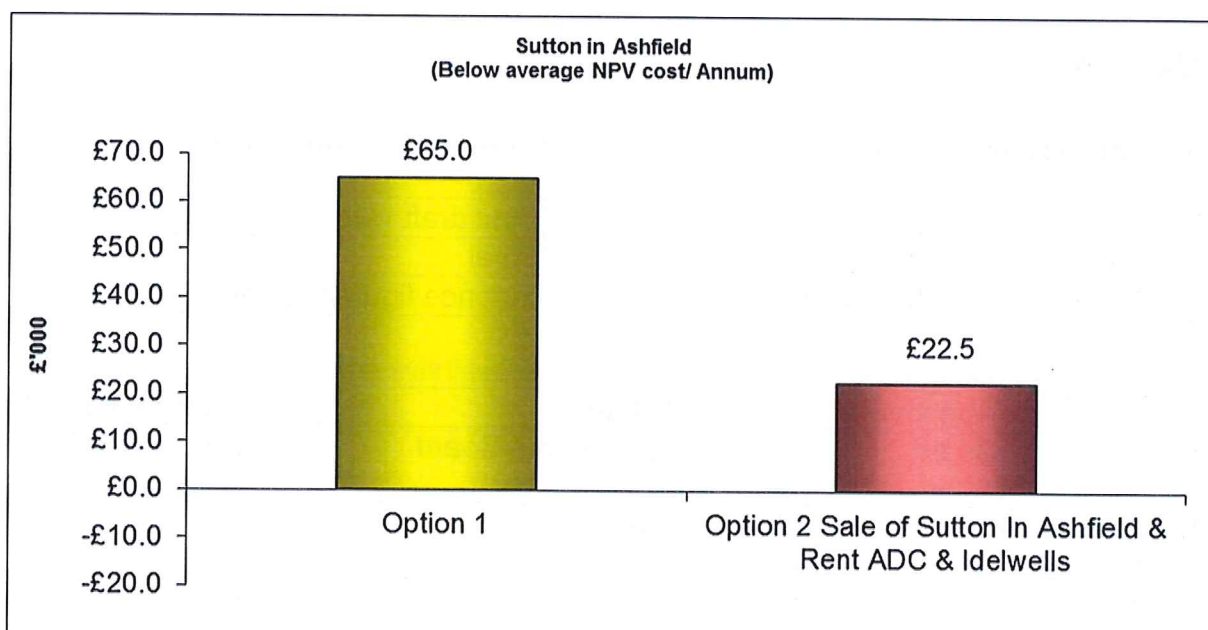
This project also aims to ensure Nottinghamshire Police is able to :-

- (i) Further develop the long term relationship between Nottinghamshire Police and Ashfield District Council.
- (ii) Be a good partner with the council.
- (iii) Focus on the requirement for on-going efficiency savings and for both parties to continue delivering community safety to the public.
- (iv) Provide a first class integrated service to the public where it is required most.

Two options have been considered;

Option 1: Do nothing – Not recommended

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in. – Recommended



2. Project Overview

Kirkby-in-Ashfield Contact Point

Kirkby-in-Ashfield Contact Point is located in the Ada Lovelace building, owned by Ashfield District Council and located at the front of the main Ashfield District Council offices on Urban Road, Kirkby-in-Ashfield. The rooms are shared with some of the council's community protection team. The building itself is of poor to average quality. The building is modular in nature and does not lend itself easily to open plan working.

The Neighbourhood Policing Team at Kirkby currently consists of;

1 x PS
3 x Constables
7 x PCSO's

Sutton Police Station

The property comprises a three-storey building of clasp construction with a further single storey extension to the rear on a large site providing in the region of 40 on-site car parking spaces. The building underwent substantial refurbishment in 2007.

The property is arranged on a sloping site such that the public access is effectively to first floor level. A lift has been erected externally to provide disabled access. The property was originally constructed to provide a ground floor custody area but these areas have now been radically altered to provide a series of changing, lockers and offices at ground floor level.

The building provides office accommodation at first and second floor level. The single storey extension at the rear of the site provides a range of offices including a meeting room, stores, a generator room and boiler house and an old exercise yard is now used as a covered storage area.

The office refurbishment included new double glazed windows and external infill panels. Internally the property has new suspended ceilings, lighting, central heating radiators, carpets, cabling and has been redecorated. The property has a flat roof. The internal accommodation has been created by partitioning to the first and second floors. The building does not have an internal lift.

Externally there is a small bicycle shed and redundant kennel block. There is also an underground petrol storage tank which is still in use. The external areas are floodlit and have CCTV.

Due to the proposed moves of Response and CID to Mansfield Police Station, majority of the building will become vacant with no plans to back fill. Having vacant, unused accommodation is not in-line with the Estates Strategy. The remaining Sutton Neighbourhood Policing Team currently consists of;

1 x Neighbourhood Inspector (also responsible for Kirkby in Ashfield)
2 x PS
6 x PC
14 x PCSO's
1 x Medium DV worker
1 x FIO
4 x front counter staff

Recommended Option

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in.

3. How does this support Force Objectives/Strategic Objectives?

3.0 Cut Crime and Keep People Safe

- Issues are dealt with in a more timely manner. As issues involving communities and people are brought to the attention of the Police, Council or other partner, real-time problem solving can take place. This will result in reduced crime/asb and keep people/communities safer.
- An improved mix of skills and abilities will be brought to bear on such issues (especially in a more timely manner, as above), which will improve outcomes for victims and communities.
- A more efficient safer neighbourhood team will be more proactive and more able to prevent crime.

3.1 Spend Money Wisely

- This will allow for the sale of Sutton Police Station and the surrender of the Ada Lovelace lease.

3.2 Earn Trust and Confidence

- By delivering a more professional integrated service will enable victims and communities to feel more confident in the service.

3.3 Organisational Values

P Professional service which efficiently meets peoples and community's needs.

R Promote respect for all through an efficient, streamlined and well trained team

O By working together with the council's community protection team, supporting families team, and other partners to provide a consistent and one team approach to dealing with people and incidents to the satisfaction of the people involved.

U Utmost respect and integrity, enabling all officers and staff to take responsibility and make appropriate and accountable decisions

D Doing it differently by working together with more partners as opposed to silo working.

4. Options with costs and risks

Option 1: Do nothing – Not recommended

By doing nothing the force would continue to operate Sutton Police Station and Ada Lovelace Contact Point. This would mean that the possible revenue savings of **£42,790** and capital receipt of **£285,000** would not be achieved therefore making it difficult to meet the financial savings target.

The building is not fit for modern day policing. The offices are generally small and the whole building layout is inefficient. In addition due to the proposed moves of Response and CID to Mansfield Police Station, majority of Sutton Police Station will become vacant with no plans to back fill. Having vacant, unused accommodation is not in-line with the Estates Strategy. The building is also too large for the current requirements of the station.

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in. – Recommended

The proposal is to create a shared service hub in the main Ashfield District Council building. This will involve relocation of the police officers and staff and the community protection staff from Kirkby Contact Point and Sutton Police Station into the main Ashfield District Council offices.

The proposed hub accommodation will consist of;

- **Open plan office** with Ashfield District Council
- New police front counter
- Access to the interview rooms
- Access to break-out rooms
- Access to WC's, kitchen, shower etc
- Locker rooms
- Property Store
- Briefing room
- Insp office
- Access to car parking

A drop-in will be created in the Idlewells Business Centre for the Sutton Beat Team. As this will be a drop-in, the accommodation will consist of;

- Secure office with workstations
- Access to welfare facilities
- No public access
- No front counter

Developing a shared service hub and working with council is in-line with our Estates Strategy.

People impact and welfare; Full provision will be made for showers, toilets, lockers and kitchenette in close proximity to the operational working area.

Existing Nottinghamshire Police technology and information management will be used. Information security assessment need to be considered and additional training maybe required to access systems if deemed to be appropriate. Training will be given to council and police staff on information sharing.

Upon approval of the business case discreet marketing of the station will begin. More formal aggressive marketing (signage boards etc) will commence as soon as the station has closed.

5. Preferred option

Option 2: Create a shared service hub at Ashfield District Council with a front counter. Relocate from Ada Lovelace and Sutton Police Station. Create a Sutton drop-in. – Recommended

6. Costs of the preferred option

Option 2:

Capital cost - £150,000

Rent for ADC - £20,000

Rent for Idlewells - £10,000

	Option 1 As is £'000	Option 2 Sale of Sutton In Ashfield & Rent ADC & Idlewells £'000	Option 2 Variance to "as is" £'000
Rent & Rates	21.96	10.00	
Utilities	27.42		
Maintenance	7.49		
Other Income	15.92	20.00	
Total	72.79	30.00	42.79

NPV Summary	20yrs £'000	Per annum £'000
As is	£1,229.1	£65.0
Option 2: Sale of Sutton and rent ADC and Idlewells	£449.3	£22.5

Payback = 3 years

Note:

There is no budget allowance with the Capital Programme.

All costs are estimates.

IT costs remain the same.

7. Benefits of the preferred option

The non-cashable benefits include;

Good transport links & on site public car parking.

Improved partnership working – able to focus on shared priorities and intelligence with partner organisations. The council's community protection team work in the same offices and communication with them would be greatly facilitated by Nottinghamshire Police relocating.

Increased visibility

One stop shop. This will have the effect of encouraging increased footfall from all communities which can only help the public with their individual needs. The public can be directed quickly and efficiently toward the resource best able to deal with their needs.

This proposed move will inevitably lead to a stronger working relationship with our statutory partners. Simply put, as people become aware of what the other partner is able to offer in terms of resources and what they can provide, this will lead to a more effective working relationship.

8. Impact of the preferred option

The impact of Option 2;

- Financial Savings – Tracey Morris

The financial savings are detailed in Section 6.

- HR

There are a number of HR issues that need to be considered including;

- Confirming staff numbers and roles
- Consultation with unions
- Timing and phasing
- Communication
- Information Services
- Training
- Front Counter

9. Risks & Issues associated with the preferred option

There are a number of risks associated with Option 2.

Vetting of Staff

It is quite clear that the senior executive and councillors are against themselves or the vast majority of their staff having to go through vetting. This is a viewpoint that has been reiterated on a number of different occasions.

Vetting is an important procedure undertaken by Nottinghamshire Police complying with the standards in the ACPO National Vetting Policy and Standard Operating Procedures. The primary objectives of the procedure are to:

Whilst there is no suggestion under the new arrangements that the Police will be giving unauthorised

access to systems, due to the new offices being open-plan, there is the potential for inadvertent ambient disclosure of information. To help mitigate against risks the following will be put into effect:

1. The open plan office will be set out such that the Police and community protection staff are at one end, with other vetted staff closest to their position, and then moving out to non-vetted partners at the other end of the office.
2. Staff will be told to use the quiet offices (access by vetted staff only) to discuss issues, which are not for discussion within the open-plan office.
3. Signs will be displayed in order to minimise unnecessary footfall going by the end of the police space.
4. Office furniture will be positioned in such a way as to prevent people being able to look over the shoulders of people using computers.
5. Access to the open plan office will only be on identifiable cards issued to the staff using that area.
6. Staff and contractors who do not work in that area will only be allowed in when they are accompanied by an authorised member of staff.
7. Out of normal office hours access will only be possible through an appropriately robust door on police warrant card only.
8. Consideration will be given to having CCTV operating at the entrance/exits to the area.
9. Windows will be appropriately secured.
10. Staff passes will be worn.
11. Security lighting will be working during the hours of darkness.
12. Where necessary, walls will be soundproofed to prevent unauthorised eaves dropping.
13. A shredder will be placed in the office and used.
14. Staff will be reminded of their obligations in respect of data and security.
15. Computer screens will be locked during any temporary absence and users will log off when they leave the building.
16. Follow me printing will only be used.
17. Should the computer network not be able to identify if a keylogger has been introduced to a terminal, then staff will periodically check for such devices having been installed.
18. Sensitive information will not be displayed on a monitor or in a hard copy format such that it can be seen by unauthorised personnel.
19. The non-vetted council staff in the open plan office to sign a confidentiality agreement.
20. It should also be borne in mind that the council have their own policies with respect to data security and dealing with unauthorised use.

Other risks include;

- Heads of Terms are to be agreed
- Delays in formal approval
- Agreeing working practices, information sharing agreements with ADC
- ADC formal approval
- Service charge level needs to be agreed with ADC
- Not receiving full market value for Sutton Police Station
- Not being able to sell Sutton Police Station
- Closure of Sutton Police station
- The time/cost of removals
- Availability of resources to complete the work required as part of the move from supporting departments.
- The rent at ADC may increase in the future.

10. Timescales

This section should be completed in consultation with the PMO Project Manager to ensure that relevant meeting dates and interdependencies are considered.

Milestone/Deliverable	Approximate Target Dates
Approval of the Business Case	Aug/Sept 15
FEB Approval	Sept 15
PCC Approval	Sept/Oct 15
Approval of Project PID	Oct 15
Implementation Phase	Nov 15
Develop Benefits Tracker with Business Benefits Officer	Aug/Sept 15
Project Go Live / Closure	April 2016
Post Implementation Review & Benefits Realisation	3 months post go live

11. Project Team

Project Role	Name of Resource	Responsibilities
Sponsor/Exec	Tim Wendels	
Senior User <i>(responsible for Benefits Realisation post delivery)</i>	Divisional Commander	Benefits Realisation Delivery post implementation
	Glen Longden	Inspector
Senior Supplier	Estates	Third part service providers (contractors etc.)
Project Manager	Phil Ellis	Delivery of the project
Project Support and Quality assurance	Diane Hodgkinson	Programme Management Office
Business Experts	Christi Carson	Information Services
	Elaine Herod	HR
	Tracey Morris	B+F
	Tracey Blicow	Facilities
	Jack Storey	Corp Comms
	Sophie Barker	Contact Management (Front Counter)

12. Impact

This section should be completed in consultation with the PMO Project Manager who will provide advice and guidance on the business areas that maybe impacted upon. This should include any other projects interdependencies. In addition, the business experts (below) should be contacted to ensure all relevant information captured.

Business Area	Impact (High/Medium/Low)	Insert Details/Comments received
HR		
PCC		
Regional Implications		
L & D		
Procurement		
Information Services: IS Business Case Inbox		
Estates & Facilities		

Approved

Finance (Business Partners)		
Information Management		
Information Security Manager		
Research		
Business Benefits		
Corporate Communications		
Operational Support		
County Division		
City Division		
Contact Management		
Other projects (please list as necessary)		

Distribution - ADMINISTRATION – to be carried out by the Programme Management Office

This document requires distribution to the business experts as follows. The PMO Project Manager will circulate this business case to all parts of the business that should have sight of and comment on this work and will collate feedback. Feedback will be discussed with the business owner/project manager and any agreed changes will be incorporated into the document prior to submitting it to the relevant programme board. Full consultation needs to have taken place **before** this business case will be considered ready for submission to the Programme board for approval.

All business cases will go to their Business Programme Board for initial approval followed by sign off at FEB and the PCC (if required). **PLEASE NOTE this is not an exhaustive list therefore, if relevant please circulate as appropriate.**

Name	Business Area
Steve Cartwright	Supt, Delivering the Future Lead
Paul Winter	Ch Insp, Delivering the Future Programme
Ronnie Adams	Commercial Director
Melanie Hopkinson	Procurement, Engagement Officer
Christi Carson	Head of Information Services
Danny Baker	DTF Finance Business Partner
Tracey Morris	Finance Business Partner
John Posaner	Head of Research
Richard Hitch	Information Services
Julie Mansfield	Information Services
Ian Rushton/IS Business Case Inbox	IS Programme Manager
Pat Stocker	Information Management and Information Security
Sharon Ault	Head of Human Resources and Organisational Development
Jacky Lloyd	Senior HR Manager, Organisational Change
Donna Jordan	Head of Corporate Communications
Gary Jones	Head of Finance
Julie Mair	Head of Corporate Services
Phil Ellis	Estates Manager
Tim Wendels	Head of Assets
Mark Holland	Ch Supt, County Divisional Commander
Steven Cooper	Ch Supt, City Divisional Commander
Sean West	Supt, Ops Support
Helen Jebb	DCS, Head of Crime and Intelligence
Paul Burrows	Supt, Head of Contact Management
Helen Chamberlain	Head of Public Protection
Ian Waterfield	Prevent Lead
John Posaner	Programme Manager

Approved

Julia Debenham	Ch Supt, Head of East Midlands Criminal Justice
Glen Longden	Neighbourhood Inspector, County Division
Richard Drage	Fleet Manager
Simon Allen	Insp, Project Manager for Body Worn Video Regional