

ESTATES MANAGEMENT POLICY

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NORFOLK
CONSTABULARY



SUFFOLK
CONSTABULARY

ESTATES MANAGEMENT

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Legal Basis

Legislation specific to the subject of this policy document

- Regulatory Reform (Fire Safety) Order 2005
- Workplace (Health, Safety and Welfare) Regulations 1992
- Building Regulations 2010
- The Public Contract Regulations 2015

Other relevant legislation which you must check this document against (required by law)

- Human Rights Act 1998 (in particular A.14 – Prohibition of discrimination)
- Equality Act 2010
- Crime and Disorder Act 1998
- Health and Safety at Work etc. Act 1974 and associated Regulations

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- General Data Protection Regulation (GDPR) and Data Protection Act 2018
- Freedom of Information Act 2000
- The Civil Contingencies Act 2004

Other documentation which you must check this document against

- College of Policing – Code of Ethics
- Norfolk and Suffolk Constabularies' Standards of Professional Behaviour
- College of Policing – Authorised Professional Practice

Other related documents

- Fire Safety Management Policy
- Health and Safety Policy
- Temperature in the Workplace Policy
- Financial and Contract Regulations
- PFI Contract Documents
- Estates and Facilities Department Procedure Documents relating to practical matters of:
 - Site rules for Contractors
 - Estates Procedures and Responsibilities – General
 - Asbestos Management
 - Water Hygiene (Legionella)
 - Asbestos Management
 - Working at Height
 - Hot Work
 - Building Plans
 - Building Finishes
 - Generators
 - Lifts
 - ICT Mast Management
 - Contractor ID Cards
 - Flying of Flags on Police Buildings/Sites

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1. Statement of Policy

- 1.1 The Police and Crime Commissioner (PCC) owns all real estate and personal property assets regardless of whether they are used by the PCC, the Constabulary or both. The acquisition and disposal of land and/or buildings requires the approval of the PCC in all instances.
- 1.2 The acquisition and disposal of property by the Chief Constable, other than land or buildings, may be undertaken subject to the provisions of the Financial Regulations and Contract Standing Orders. Property so acquired is, and will be, owned by the PCC.
- 1.3 Safeguarding and managing the Police estate and property inventory is regarded as a function of the Chief Constable, which his staff (officers and employees) carry out on the PCC's behalf.
- 1.4 This policy has been formally agreed via the approved policy development/review process. It will be maintained by the Estates and Facilities Department in conjunction with the Central Policy Unit.
- 1.5 This policy is intended to promote equality, eliminate unlawful discrimination and actively promote good relations regardless of a person's sex, race, ethnic origin, nationality, gender reassignment, sexual orientation, religion or belief, disability, age, marriage or civil partnership, pregnancy and maternity, family or economic status.
- 1.6 Managers have a responsibility to ensure this policy is applied fairly, and unless otherwise stated, all policies and procedures are non-contractual.

2. Applicability

- 2.1 Unless otherwise stated, this policy applies to all police officers (including officers of the Special Constabulary) and all members of police staff (including police support volunteers).

3. Estates Strategy

- 3.1 The land and property holdings of Norfolk Constabulary are vested, in and controlled by, the PCC for Norfolk.
- 3.2 The land and property holdings of Suffolk Constabulary are vested in, and controlled by, the PCC for Suffolk.
- 3.3 Each PCC has their own Estates Strategy document to provide and maintain an estates portfolio to support and deliver the strategic objectives of each Constabulary and each PCC's Police and Crime Plan.
- 3.4 The Estates Strategies will be reviewed and updated at least once every five years. The Strategies will cover the main drivers for change to the estate, governance arrangements and detailed implementation plans.
- 3.5 The Estates Strategies will cover the vision and principles under which the estate will be reviewed and delivered in the future, and an 'Implementation Plan' which

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sets out the actual plan of works and projects to deliver the vision embedded in the Estates Strategies and aligns them to each individual building/site.

- 3.6 Each Estates Strategy is prepared by the Estates and Facilities Department.
- 3.7 The drafting and future updating of the Estates Strategies will be reported to the PCC for Norfolk and PCC for Suffolk for approval and decision making.
- 3.8 The implementation of the Estates Strategies is overseen by the ACO, via reports and decision papers, presented to the PCC for Norfolk and the PCC for Suffolk Estates Boards.
- 3.9 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To act as corporate sponsor for the Estates Strategy. • To seek and provide the required reasonable resources to support the delivery of the Estates Strategy.
Estates and Facilities Department	• To seek the required corporate decisions to advance the Estates Strategy. • To plan and allocate the use of Estates and Facilities Department resources to deliver the Estates Strategy. • To prepare the draft Estates Strategy and implementation plans. • To review the Estates Strategy every 5 years. • To make recommendations regarding the delivery of the Estates Strategy. • To plan and allocate the use of Estates Unit resources to deliver the Estates Strategy. • To plan and undertake the practical works resulting from the Estates Strategy implementation plans.
ICT Department	• To plan and undertake the practical works resulting from the Estates Strategy implementation plans.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical works resulting from the Estates Strategy implementation plans are being undertaken.
7F Commercial Services (Estates Portfolio)	• To ensure all contracts are let in accordance with Contract Standing Orders and where applicable also JCT (Joint Contracts Tribunal).

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4. Acquisitions and Disposals

Identification of Need for Acquisition

- 4.1 A requirement to acquire premises will normally result from the Estates Strategy and the completion of a business case, which then proceeds through the appropriate approvals processes in either Constabulary, normally receiving PCC authority to proceed and inclusion within the respective Constabulary's capital programme.
- 4.2 Due consideration will be given to the possibility of sharing accommodation with other (primarily public sector) partners, under the 'One Public Estate' agenda.

Due Diligence Checks Required Prior to Completing Acquisition

- 4.3 The following due diligence checks will be undertaken by the Estates and Facilities Department prior to completing the acquisition of a new property:
- Clean title search, supported by the Legal Services Department or external estate solicitors.
 - Planning permission.
 - Building condition surveys (fire safety, electrical power, access and egress).
 - Consideration for access/egress under Equality Act 2010.
 - Environmental search, as necessary.
 - Flood risk check.
 - Internal and external consultation regarding suitability.
 - Value for money assurance (including lease vs freehold consideration).
 - Building Regulations conformance.

Identification of Need to Dispose of Land or Buildings

- 4.4 The need for disposal would normally be identified within the Estates Strategy.
- 4.5 Consideration will be given to whether there is an alternative operational or organisational use for the property.
- 4.6 Public sector partners will be made aware, via the respective One Public Estate asset forum in either county, of the intention to undertake disposal, in case a viable alternative use can be identified.

The Disposals Process

- 4.7 Advice in respect of a disposal strategy will be obtained from the contracted estates valuation and planning consultant, or local agents if more appropriate to the circumstances.
- 4.8 The consultant will consider the optimal route for achieving the best price obtainable to meet statutory obligations on the PCC.

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- 4.9 Following a suitable period of exposure (normally on the open market, unless extenuating circumstances apply), the best offers received will be reported to the PCC with appropriate recommendations.
- 4.10 The PCC can however sell without open market exposure, providing an offer received meets the recommended valuation, as determined by a Royal Institution of Chartered Surveyors (RICS) formal 'Red Book' valuation.
- 4.11 Prior to disposal, all sites will be subject to a security check and POLSA search arranged, as necessary, prior to handover.
- 4.12 On completion of a property sale, the following actions are required:
- Amendment to various Constabulary premises management contracts.
 - Notification to the national, non-domestic rating authority.
 - Notification to utilities suppliers/agents.
 - Notification to Policing Commander/Head of Department, Business Support, Finance and other departments, as appropriate.
 - Updating of all asset records, including the Estates and Facilities Department database, asset and insurance records and site and floor plans.
 - An Estates and Facilities Department completion report is circulated to all relevant departments.
- 4.13 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To act as corporate sponsor for the acquisition and disposal of estate property.
Finance Department	• To update insurance records relating to building and content insurance due to any relevant acquisition or disposal of property. • To amend financial records and capture any related growth and/or savings resulting from the acquisition and disposal of property. • To amend corporate asset valuation records resulting from the acquisition and disposal of property.
ICT Department	• To plan and undertake the practical works resulting from the proposed acquisitions and/or disposals.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical works resulting from the proposed premises acquisitions and/or disposals are being undertaken.

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Estates and Facilities Department	• To seek the required corporate decisions to advance any property acquisitions and/or disposals. • To plan and allocate the use of Estates and Facilities Department resources to deliver the required works to undertake the acquisitions and disposals. • To update the Estates Unit maintenance contracts in conjunction with 7F Procurement. • To update the Constabulary estates asset register, information and plans. • To update the local rating authority. • To send out relevant completion reports on the acquisition and/or disposal of a property. • To provide notice to the Constabulary Insurance Officer of any change. • If any vacant property is held as a '<i>property held in advance of sale</i>', to advise the Capital Accountant and provide an updated Asset Valuation at Market Value. • To update the Constabulary Facilities Management contracts in conjunction with 7F Procurement. • To update the Constabulary utility contracts and supply details in conjunction with 7F Procurement. • To undertake the related accommodation moves with localised and practical caretaker work to help facilitate the acquisition or disposal of a property.
7F Commercial Services	• To ensure contracts are let in accordance with Contract Standing Orders. • To vary any contracts as may be required. • To ensure contracts are in place for the goods / works / service and the monitoring thereof.

5. Capital Building Projects

Identification of Need for Projects

5.1 Business cases for projects can arise through a number of routes:

- Accommodation Change “bids” routed to, and considered by, the Head of Estates, and subsequently via decision papers to Chief Officers and the PCC.
- Projects specifically identified within the Estates Strategy/Implementation Plans for which detailed business cases are developed.
- Project requirements identified through major or minor change programmes such as policing reviews, financial savings plans, efficiency reviews and changes in law, operational practice etc.

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- Business cases developed by organisational business areas and approved via JCOT and each respective PCC.

The Capital Building Programme

- 5.2 The Capital Building Programme is generally developed via the annual financial planning process for each Constabulary with approved schemes and provisional schemes included in the Medium-Term Financial Plans reported to and approved by the PCCs.
- 5.3 The Head of Estates will be responsible for the development and delivery of the Capital Building Programmes, supported by the PFI Contracts Manager, Facilities Manager and Senior Estate Officers. However, this sometimes involves provision of Estates support to wider Constabulary Projects and Programmes, which are led by other specialist functions.
- 5.4 The Estates and Facilities Department may engage the services of professional property consultants (architects, surveyors, engineers etc.) via directly tendered contracts or framework contracts. The Estates and Facilities Department manage and direct those consultancy resources to deliver the approved capital building projects.
- 5.5 For PFI site projects (See Section 10), the PFI Contracts Manager will obtain the PFI landlord's formal approval to any proposed PFI capital works and the PFI contractor will be instructed by the Estates and Facilities Department to undertake the approved capital works.
- 5.6 Close liaison is necessary with other departments as required, notably the ICT department, to develop and deliver the approved programme.
- 5.7 All works are procured in accordance with Contract Standing Orders which comply with The Public Contract Regulations 2015 and the terms of the PFI Contracts.
- 5.8 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To seek and provide the required reasonable resources to support the delivery of the Estates capital building programmes.
Estates and Facilities Department	• To seek the required corporate decisions to advance a capital building project. • To plan and allocate the use of Estates and Facilities Department external consultant resources (e.g. architects, building surveyors). • To plan and allocate the use of Estates and Facilities Department resources to deliver capital building projects.

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Finance Department	• To monitor and record estates capital building project spending against Constabulary capital budgets and related codes.
ICT Department	• To plan and undertake the practical works resulting from the approved capital building projects.
7F Commercial Services	• To ensure contracts are let in accordance with Contract Standing Orders.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical works resulting from capital building projects are being undertaken.

6. Building Maintenance

Reactive Maintenance

- 6.1 The Estates and Facilities Department arrange for a comprehensive programme of building repairs and maintenance.
- 6.2 For PFI site projects (See Section 10), the PFI contractor will be responsible for undertaking reactive, planned and minor works repairs/building maintenance and all statutory testing and servicing, under the review of the Estates and Facilities Department.
- 6.3 Day to day reactive maintenance and repairs are arranged by the Estates and Facilities Department upon receipt of reports from staff and contractors across the respective estates.
- 6.4 Out of normal working hours requests for reactive maintenance are to be reported to the respective Contact and Control Rooms (CCR).

Minor Works

- 6.5 The Estates and Facilities Department may arrange for the undertaking of building and site minor works to facilitate policing operations and corporate change and improvements.
- 6.6 All requested minor works will be approved (or not) by the Head of Estates, prior to delivery.

Planned Maintenance – Programme Development

- 6.7 The Estates and Facilities Department will arrange for a comprehensive programme of building condition surveys to be undertaken on a rolling 10-year term in order to identify future maintenance requirements.

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- 6.8 Prioritisation of works is driven by the need for statutory compliance, protection of the fabric of the buildings, protection of the asset value of the estate and to minimise the risk of interruption to normal service delivery of each Constabulary.
- 6.9 The condition survey reports and cost estimates will be used to inform the annual financial planning cycle and the budget build process.
- 6.10 The extent of the annual maintenance programmes may be constrained by the financial budget available. However, these financial decisions are undertaken on a risk-based approach and the Estates Strategy outcome for each site.

Planned Maintenance – Programme Delivery

- 6.11 Programme delivery is managed and overseen by the Estates and Facilities Department utilising the services of professional consultants as required for works delivery, procured through approved channels in accordance with Financial Regulations and Contract Standing Orders.
- 6.12 A wide range of mechanical, electrical and building service contracts are maintained to achieve health and safety and statutory compliance across the estate and to minimise disruption of normal operations.

Statutory Maintenance

- 6.13 The Estates and Facilities Department will undertake its duties to perform, maintain and record the undertaking of its statutory maintenance functions, including:
- Asbestos management.
 - Fire Risk Assessment management.
 - Legionella/Water management.
 - Mechanical and electrical services.
- 6.14 The Estates and Facilities Department will provide updates on statutory maintenance works and provide progress reports to the Health and Safety Committee on a periodic basis. (EG: Every quarter).
- 6.15 Roles and Responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To seek and provide the required reasonable resources to support the delivery of the Estates maintenance.
Estates and Facilities Department	• To seek the required corporate decisions to advance building maintenance programmes. • To plan and allocate the use of Estates and Facilities Department resources to deliver building maintenance functions.

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	• To review the estates planned maintenance programme on a rolling 10-year cycle and PFI cycle in accordance with contract requirements. • To make recommendations regarding the delivery of the estates building maintenance. • To plan and allocate the use of Estates and Facilities Department resources to deliver the estates building maintenance programme of works each year.
ICT Department	• To plan and undertake the practical work or provide assistance to support the planned estates building maintenance works.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical works resulting from the estates building maintenance works are being undertaken.
Contact and Control Room	• To provide an out of hours contact for non-PFI sites for emergency repairs and for the Contact and Control Room Inspector to refer issues raised to known retained contractors (<i>using emergency contacts supplied by the Estates and Facilities Department</i>).

7. Accommodation Use and Changes

- 7.1 The Head of Estates is responsible for the efficient and effective allocation of accommodation site use.
- 7.2 Any changes to existing accommodation or site use should be requested from the Estates and Facilities Department via an Accommodation Change Request Form.
- 7.3 The Head of Estates will update the 'Joint Estates Delivery Meeting' (or other similar Estate meetings with the ACO's) of any approved or requested accommodation and site changes.
- 7.4 If any proposed accommodation changes cost more than the Head of Estates delegated limits, then such accommodation requests will be reported to the ACO (Estates Portfolio Holder) for consideration and / or approval.

Accommodation Space Standards

- 7.5 Every room where people work shall have sufficient floor area, height and unoccupied space for purposes of health, safety and welfare.
- 7.6 Space allowed per workstation will comply with the Workplace (Health, Safety and Welfare) Regulations 1992 and will be a minimum of 11 cubic metres.
- 7.7 Workrooms should have enough free space to allow people to get to and from workstations and to move within the room, with ease.

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- 7.8 The number of people who may work in any particular room at any one time will depend not only on the size of the room, but on the space taken up by furniture, fittings, equipment and on the layout of the room.
- 7.9 Individual personal circumstances should be taken into account, where appropriate. This will include ensuring that all relevant precautions are taken, and reasonable adjustments are made to comply with the Equality Act 2010.
- 7.10 Workstations shall be dimensioned and designed so as to provide sufficient space for the operator or user to change position and vary movements to mitigate risk from using display screen equipment.

Accommodation Utilisation

- 7.11 The Estates and Facilities Department will maintain records to ensure the safe and efficient daily utilisation of accommodation, including offices and storage accommodation.
- 7.12 The Estates and Facilities Department will maximise the use of existing accommodation.
- 7.13 Where estate accommodation is newly designed or refurbished to do so, the allocation of desk to staff will be 7 desks per 10 staff for permanent desk-based roles, with staff working in a flexible hot-desking manner, with supporting storage.
- 7.14 For non-permanent desk roles, hot desking will continue to be the accepted standard.
- 7.15 Personal single offices will only be provided for:
- Police officers – Superintendent rank and above.
 - Staff – Heads of Department and equivalents.
- 7.16 Except when due to security requirements, personal single offices will also be available for others in their teams to use and/or as meeting space when vacant.
- 7.17 Allocation of personal single offices will be the exception rather than the rule and must be approved by the ACO (Estates Portfolio Holder).
- 7.18 Joint management roles which are allocated a personal single office will only have one office at one location. The manager will be expected to hot desk at other locations and/or for dealing with confidential matters, book a meeting / interview room.
- 7.19 The Estates and Facilities Department will review and make reasonable adjustments to accommodation, furniture and equipment, to support Equality Impact Assessment needs, or where needs are identified by other means, of individuals and / or cohorts. Where practical or financial concerns arise, this will be escalated to the ACO's for a review and decision.

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Accommodation Moves Management

- 7.20 The Estates and Facilities Department will be responsible for arranging and undertaking any accommodation moves with the help of external contractors or the relevant PFI contractor, and maintaining estates accommodation, user and furniture and equipment records thereafter.
- 7.21 Staff will not move their own teams/operational units without the prior approval of the Estates and Facilities Department.
- 7.22 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To act as corporate sponsor for the allocation and use of Estates accommodation. • To seek and provide the required reasonable resources to support the delivery of the Estates accommodation changes.
Estates and Facilities Department	• To maintain records and floor plans of room use and furniture layouts. • To plan and allocate the use of Estates and Facilities Department resources to deliver accommodation changes. • To plan and allocate the use of accommodation. • To plan and undertake practical works to facilitate approved accommodation changes.
ICT Department	• To plan and undertake the practical works resulting from accommodation changes.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical accommodation moves, and changes are being undertaken.
All Departments	• To use all accommodation for its proper and best use.

8. Furniture and Building Equipment – Use and Changes

- 8.1 The Head of Estates is responsible for the purchase, allocation and efficient/effective allocation of non-PFI furniture and building equipment, including for the PFI site for Wymondham OCC.
- 8.2 The PFI Owners / Landlord(s) provide furniture and building equipment in the six PFI Police Investigation Centre sites.

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- 8.3 The Estates and Facilities Department will standardise the design and provision of non-PFI furniture and equipment, which covers the following items:
- Desks and tables;
 - Chairs;
 - Pedestals;
 - Tambour storage and shelving;
 - Filing cabinets;
 - Office screens;
 - Lockers;
 - Racking and roller stacking for storage accommodation;
 - Public Enquiry office desks with supporting equipment and hearing loops.
- 8.4 The Estates and Facilities Department will standardise the design and provision of non-PFI building equipment, which covers the following items:
- Fridges;
 - Microwave ovens;
 - Key cabinets and safes;
 - Notice boards and white boards;
 - Hand driers;
 - Hot water boilers (tea making;)
 - Kettles;
 - Televisions (rest rooms/CCTV);
 - Temporary heaters (see Temperature in the Workplace policy);
 - Temporary air coolers (see Temperature in the Workplace policy).
- 8.5 The Estates and Facilities Department will determine the non-PFI furniture and building equipment product type, design, materials used, colour and size to maintain reasonable corporate standards and value for money. Purchases will be made from retained contracts where possible and in accordance with Contract Standing Orders.
- 8.6 Any changes to the above non-PFI furniture and building equipment should be requested from the Estates and Facilities Department via the Furniture Request Form – available from the Estates and Facilities Department intranet page.
- 8.7 If an individual requires specialist, non-PFI furniture or building equipment due to welfare requirements, recommendations of Workplace Health Safety and Wellbeing or other compliance under the duties of the Equality Act, then the Estates and Facilities Department will refer such requests to the Health & Safety Unit for review and assistance.

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Please Note: The WHSW and/or Health and Safety Units will advise if such special requests are 'reasonable' prior to the Estates and Facilities Department progressing. Where the WHSW/Health and Safety Units deem such special request as 'unreasonable' a written reason will be provided to the individual.

- 8.8 The Estates and Facilities Department will maintain a record of all allocated special furniture and equipment and this will be reviewed on an annual basis (to cover changes in health, change of role, leavers etc).
- 8.9 If any proposed furniture or building equipment changes cost more than the Head of Estates delegated limits, then such furniture and building equipment requests will be reported to the ACO (Estates Portfolio Holder).
- 8.10 All staff will keep office desks clear and accommodation tidy.
- 8.11 Roles and Responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To act as corporate sponsor for the allocation and use of Estates furniture and building equipment. • To seek and provide the required reasonable resources to support the delivery of the Estates furniture and building equipment changes.
Estates and Facilities Department	• To maintain records and floor plans of room use and furniture layouts. • To plan and allocate the use of Estates and Facilities Department resources to deliver furniture and building equipment use and changes. • To plan and allocate the use of furniture and equipment.
Responsible Person for Sites	• To assist with local site supervision whilst practical furniture and building equipment moves and changes are being undertaken.
Finance Department	• To maintain an annual inventory of furniture and building equipment for each site, for the purposes of insurance.
Business Support Officers	• To undertake an annual review of the inventory of furniture and building equipment for each of their managed sites to assist the Estate and Facilities Department records and Finance Department insurance review. • To assist with local site supervision whilst practical furniture and building equipment moves and changes are being undertaken.
All Departments	• To request changes to all furniture and building equipment at all sites via the Estates and Facilities Department.

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	• To use all furniture and building equipment for its proper and best use.
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9. Facilities Management

Services Provided

9.1 The following range of Facilities Management (FM) services will be provided via the Estates and Facilities Department:

- Building cleaning and caretaking;
- Grounds maintenance;
- All forms of waste disposal (confidential, clinical, general refuse, recycled, hazardous);
- Window cleaning;
- Laundry;
- Pest control;
- Electronic building access control;
- Car park management (at key sites) and Green Travel Plans;
- Environmental management, utilities and carbon management;
- Portable firefighting equipment provision and maintenance;
- Portable electrical equipment testing;
- Meeting room bookings and conference support;
- Suffolk PHQ reception and postal services.

9.2 For PFI site projects (See Section 10), the PFI contractor will be responsible for undertaking Facilities Management services, under the review of the Estates and Facilities Department.

How FM Services Are Provided

9.3 The bulk of services to the non-PFI estate are encompassed within facilities services contracts serving both Constabularies, managed by the Estates and Facilities Department.

9.4 For PFI site projects (See Section 10), the PFI contractor will be responsible for undertaking Facilities Management services, under the review of the Estates and Facilities Department

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9.5 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	To seek and provide the required reasonable resources to support the delivery of the Estate and Facilities Department's FM services.
Estates and Facilities Department	- To plan and allocate the use of Estates and Facilities Department resources to deliver the FM services. - To make recommendations regarding the delivery of the Estates FM services. - To review and monitor the provision of third party/landlord FM services to shared/leased sites.
ICT Department	To plan and undertake the practical works resulting from estates changes to the FM contracts.
7F Commercial Services	To ensure contracts are let in accordance with Contract Standing Orders.
Business Support and Responsible Person for Sites	To assist with local site supervision whilst practical works resulting from the delivery of FM services are being undertaken.

10. Private Finance Initiative (PFI) Locations

PFI Locations

10.1 Two major PFI contracts are in place:

- The Operations and Communications Centre (OCC) at Wymondham.
- Six Police Investigation Centres (PICs), located at Aylsham, Bury St Edmunds, Great Yarmouth, King's Lynn, Martlesham PHQ and Wymondham OCC.

10.2 All Building and Facilities Service provision at those locations is received from:

- OCC Wymondham/Wymondham Ltd + Sub-contractor = *Mitie Integrated Services Ltd.*
- PICs/Justice Support Services + Sub-contractor = *Tascor Services Ltd.*

10.3 Most aspects of premises support and maintenance is included within the contract arrangements and the contracts are managed on behalf of both PCCs by the Estates and Facilities Department.

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10.4 Governance is provided through a PFI Board which includes Chief Officers and representatives of each PCC.

10.5 Certain elements, such as car parking allocation and access cards, are managed by the Estates and Facilities Department.

10.6 Roles and responsibilities:

Role	Responsibilities
ACO (Estates Portfolio Holder)	• To act as corporate sponsor for the PFI Contracts. • To seek and provide the required reasonable resources to support the delivery of the PFI contracts.
Estates and Facilities Department	• To plan and allocate the use of Estates and Facilities Department resources to deliver and monitor the PFI contracts. • To make annual recommendations regarding the delivery of the Estates PFI contracts and seek Government HM Treasury support to improve PFI contracts terms and savings.
Finance Department	• To act as corporate budget holder for the PFI contracts • To monitor and review payments made and savings achieved from the PFI contracts.
ICT Department	• To plan and undertake the practical works resulting from estates changes to the PFI contracts.
Business Support and Responsible Person for Sites	• To assist with local site supervision whilst practical works resulting from the PFI supplier and their various sub-contractors are undertaken on the PFI sites.

11. Use of Police Buildings – Guidance

Permitted Use

11.1 The respective Chief Constables will ensure that premises are only used for approved purposes in connection with the operational and support activities of the Constabularies.

11.2 All other third-party accommodation and site use and lettings are to be reported by the Chief Constable to the relevant PCC for prior approval. The Head of Estates will undertake this via the respective PCC Estates/Governance Board.

11.3 For the PFI sites, the Estates and Facilities Department will also seek (if required) formal approval from the PFI owner / landlord.

11.4 The Estates and Facilities Department will approve and allocate all Departments' best use of all accommodation.

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11.5 The Estates and Facilities Department will ensure all use of premises is made in accordance with relevant planning legislation.

Lettings

11.6 All third-party use and lettings for all sites, building accommodation and masts/aerials will be granted at market value (rent) and subject to service charge re-charges for FM services, building servicing and repairs, energy/water and business rates, unless otherwise approved by the PCC.

11.7 For PFI sites, the Estates and Facilities Department will also seek (if required) formal approval to share any third-party income with the PFI owner / landlord, in accordance with the terms of the relevant PFI contract.

Please Note: OCC 50% income to PFI owner / landlord and PICs 25% income to PFI landlord.

11.8 A premises letting no hidden-subsidy principle will apply, unless authorised by the PCC in advance.

11.9 The Chief Constable may otherwise recommend to the PCC to grant third party accommodation and/or site use or lettings at a value lower than market value/free of charge in the following circumstances:

- The premises are to be used by another Home Office function, Constabulary or emergency service.
- The premises are to be used for the formal staff well-being purposes, e.g.:
 - Constabulary Sports and Social Clubs.
 - National Associations of Retired Police Officers (NARPO).
 - Police Federation.
 - Superintendents Association.
 - Unison.
- The premises are to be used by a 'One Public Estate' project or partner providing services to support the delivery of the respective Police and Crime Plans.
- The premises are to be used by a charitable purpose.
- The premises are to be used by a Contractor, retained by the PCC, to provide a service to the relevant PCC and/or Constabulary.
- The premises are to be used to promote and/or deliver services to deliver the PCC's Police and Crime Plan, e.g.:
 - Local emergency responders.
 - Neighbourhood Watch.
 - Locations for defibrillators provided by the NHS/health agencies.

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Social and Promotional Functions

11.10 The Constabularies' premises may be used for formal social and promotional functions as supported by the respective PCCs and/or Chief Constables.

Business Continuity

11.11 The Business Continuity Manager and Head of Estates will facilitate the identification of premise related operationally critical functions and provide and maintain business continuity plans for emergency back-up of such functions (e.g. Tier 1 and Tier 2 HQ, Police Station and Police Investigation Centre sites). The Estates Department has a BCP which can be invoked to maintain that department's functions.

11.12 Roles and responsibilities

Role	Responsibilities
ACO (Estates Portfolio Holder)	•To act as corporate sponsor for the third-party use of Estates accommodation.
Estates and Facilities Department	•To report the proposed third-party formal use of Estates Accommodation to the respective PCC Estates/Governance Board. •To maintain records and, where required, complete agreements to document third party formal use of Estates accommodation.
Business Continuity Manager	•To maintain records of the operationally critical use of sites (e.g. Tier 1 and 2 premises) and the corresponding business continuity back-up sites and / or facilities.
Responsible Person for Sites	•To take account of any third-party formal use of Estates Accommodation in their respective site, in the periodic review of health and safety and fire (evacuation) procedures for the site.

12. Definitions

Term	Definition
ACO	Assistant Chief Officer
BCP	Business Continuity Plan
FM	Facilities Management Soft building services such as cleaning, caretaking, grounds and waste
ID	Identification
OCC	Operations and Communications Centre

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One Public Estate	The formalised review and undertaking of sharing of public buildings with partner Councils, Fire and Rescue, NHS, Ambulance Service etc
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative A means of using private monies to provide new public assets / buildings which are maintained by the private company, but leased by the public organisation
PHQ	Police Headquarters
JCOT	Joint Chief Officer Team