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**REPORT TO:** Strategy, Budget and Performance Monitoring Committee

**DATE:** 9 September 2009

**SUBJECT:** Replacement of Tadworth Training Centre

**SPONSOR:** Chief Constable

**AUTHOR:** Mike Jennings – Finance Services

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## **1 PURPOSE OF REPORT**

1.1 This report provides an update to Members on the proposals for exiting the current Training Centre at Tadworth and reports arrangements made for the acquisition of premises in Holloway Road, North London as a new Training Centre for British Transport Police (BTP).

## **2 BACKGROUND**

2.1 Reports were submitted to the British Transport Police Authority's (BTPA's) Human Resources & Remuneration (HR&R) Committee meeting on 25th November 2008 and the BTPA meeting on 9th December 2008 that considered the future use of the Tadworth Training Centre. The issues raised were that BRB (Residuary) Ltd were seeking resolution of the future use of Tadworth either by BTP making a commitment to a long term lease or vacating the premises. However, the premises were not considered fit for purpose in their current state and would require major capital investment if they were to be retained.

2.2 The BTPA endorsed the decision to leave the Tadworth premises and requested further detail of the overall Learning & Development (L&D) Strategy that would determine the model for future training delivery.



- 2.3 The L & D Strategy presented to the HR&R Committee on January 2009, included the ambition to develop a new Student Officer Training Programme. This was in the context of seeking better prepared student officers for their operational role, and to achieve efficiency.
- 2.4 The Student Officer Programme (SOP) has previously been delivered in conjunction with the City of London University (CoLU) and City of London Police (CLP)). The bulk of the course has been delivered on CoLU premises using trainers employed by BTP. Other elements of the SOP course have been located at Tadworth and in the Camden Street premises adjacent to BTP's FHQ in Camden.
- 2.5 A charge of £6,000 per student over 2 years has been made by CoLU for the course provision undertaken at the University.
- 2.6 The L&D review has concluded that savings can be made by bringing the entire SOP training functions in house. There are also significant operational benefits to be derived from such a move as it allows for the training delivery to be better focussed to the key skills that have been identified as essential development areas. Arrangements have been made to negotiate an exit from existing contract commitments and bring the training in house in November this year.
- 2.7 The initial taught phase will now be delivered at the Training Centre followed by an experiential learning phase delivered on Area. Temporary arrangements have been made for this to take place in the existing student officer accommodation in Camden Street. However this would not be sustainable in the longer term without substantial refurbishment works.



- 2.8 At the same time, consideration has been given to the wider organisation of the L&D Service as part of the restructuring of Human Resources (HR) recommended in the PriceWaterhouseCoopers (PwC) efficiency review of the HR service. This has taken into account the structure required for the Corporate HR L&D Service to take over responsibility for organising and delivering training undertaken by staff based in Areas including the London Underground (LU) Area.
- 2.9 The premises requirements to support the revised L&D Strategy and service delivery therefore needs to accommodate the former Tadworth training functions, the Student Officer Programme previously undertaken at the CoLU and the business support functions.
- 2.10 The future location for the provision of dog training is likely to be delivered at a site in collaboration with another agency. Explorations and negotiations on a number of options are currently underway and are described at Section 4 of this paper.

### **3 HOLLOWAY ROAD PREMISES**

- 3.1 Premises have recently been identified in Holloway Road, North London, that would meet the requirements identified in Paragraph 2.9. This is a building that was previously used for education purposes and is currently on the market to be let. This building would accommodate all of the general training currently undertaken at Tadworth and the SOP including a gym/dojo to be used for Officer Protection Training (OPT). It would also accommodate the L&D business support functions.



- 3.2 The property comprises a self-contained and independently accessed part of a larger purpose built training college, constructed in the early 1990's and which until recently has been occupied by Westminster Kingsway College. There are four floors, providing 18,350 sq feet of teaching space and ancillary accommodation; it has its own dedicated pedestrian access and a separate vehicular access, together with parking spaces, as well as space for use as a parade ground and outdoor training. The location is excellent, immediately adjacent to underground stations. A photograph of the property is attached for information with this report.
- 3.3 The building was specifically constructed for training purposes and has planning consent for that use. Any other building is likely to require planning consent for change of use for training; and would probably require considerable adaptation to meet the training layout requirements. It would also be unlikely to be a free-standing building.
- 3.4 The space provided requires some adaptation to meet specific requirements (although far less than would likely be required for any other premise); it is in need of some maintenance and decoration and the installation of air conditioning. Including all works, the installation of the required IT, furniture and fittings, together with the costs of acquisition and fees, the total estimated capital cost is in the order of £950,000.
- 3.5 The building was initially offered to the market in the order of £30 per sq ft but negotiations have secured rent at £20 per sq ft, against a 10 year lease. While a longer period would be desirable, competition for the building has been keen, reflecting a high demand for good training space in London; market intelligence indicates the landlord has another party willing take on the building if BTP does not complete speedily.



- 3.6 On the positive side, the building is not elected for VAT and consequently, unlike most buildings, there is no VAT element to the rent. The landlord has agreed a 12 month rent free period and has had the property withdrawn from the market until the 19 September 2009. Subject to approval at this meeting, completion can be achieved within that period.
- 3.7 Acquisition of these premises will have the benefit of freeing up the accommodation currently used in Camden Street for part of the SOP. This provides opportunities to relieve pressing accommodation pressures in FHQ and avoid increased costs elsewhere. It is proposed that this space would be occupied by staff from the Professional Standards Department.
- 3.8 From an operational perspective, the Holloway Road premises are particularly suitable as a central training facility where the full range of training courses can be provided. A gym/dojo can be provided on-site, space for meetings and facilities for student officers to parade are also available.
- 3.9 Its location close to BTP's FHQ at Camden and London North Area HQ provides greater opportunity for the direct interface of operational and senior officers with student officers. The ability to provide senior leadership and operational input to the early development of student officers is seen as a very positive aspect to the location. The building would also reflect more positively on BTP as one of its key locations for staff and visitors.
- 3.10 Significant overall cashable savings are achievable from the delivery of the new L&D Strategy, in house provision of the SOP, and use of single premises for training delivery. Taking into account all of these aspects the Strategic Command Team has supported the Holloway Road premises as the location for BTP's restructured Training Centre.



#### **4 DOG SCHOOL REQUIREMENTS**

- 4.1 Having reviewed BTP's specific operational requirements in the run up to the Olympic and Paralympic Games it is considered that complete outsourcing of training is not appropriate and that BTP needs to retain control over the delivery of its training activities. Various options are therefore currently under consideration to deliver shared arrangements to meet dog training requirements.
- 4.2 Discussions have been held with the Ministry of Defence Police (MODP); UK Border Agency (UKBA); the Metropolitan Police Service (MPS); and other forces with dog training facilities. The arrangements envisaged co-location of BTP facilities with one of these agencies or collaboration in the delivery of the service. Such collaboration may entail establishment of new BTP facilities or redevelopment of existing facilities to provide for requirements of both BTP and the partner agency.
- 4.3 Proposal continue to be developed and it is considered that options will be available to ensure that BTP is able to vacate the existing dog training facilities when this is necessary to vacate the Tadworth premises.
- 4.4 Budget provision is in place for the trainer's salaries. It will be necessary to budget for some estates related costs and overnight accommodation of dog handlers and trainers that are not employed locally. These costs are taken into account in the financial implications set out below.

#### **5 FINANCIAL IMPLICATIONS**

- 5.1 The revenue financial implications over the three years 2009/10 – 2011/12 of the preferred Holloway Road proposal are summarised in Appendix A. This gives an overview of the implications of the various elements of the strategy for closing Tadworth; bringing the SOP in-house; and the L&D restructuring proposals.



- 5.2 The financial implications are grouped in the statements in relation to the main elements of the proposals although it is stressed that there is interdependence between them such that they do need to be considered as an overall package. Totals are given indicating the impact on the HR budget but also BTP's overall budget.
- 5.3 Funding requirements are shown compared to the budget provision in the 2009/10 base budget. The statements are predicated on implementation of all elements by 31 March 2010. It is recognised that this represents a tight timetable but should be achievable.
- 5.4 Overall savings are forecast arising from the proposals and these will be built in to the Medium Term Financial Plan (MTFP) and Revenue Budget proposals for 2010/11 in due course. The major financial elements included in Appendix A are as follows:
- 5.5 The closure of Tadworth will lead to savings in the cost of running the building and the catering facilities currently provided. The main item to be set against these savings is the cost of alternative accommodation in Holloway Road.
- 5.6 It will be necessary to provide overnight accommodation for officers from outside London attending courses who would currently stay at Tadworth. This can be met within Section House accommodation to be rented from the City of London Police as a result of the changes proposed for the SOP. Some additional hotel accommodation may also be required for trainers.
- 5.7 Bringing the SOP in-house will result in savings of the charges currently made to the CoLU. The normal annual budget for this totals £460,000 excluding LU Area costs that are met by the LU budget. In 2009/10 additional funds were obtained by the Enhanced Police Service Agreement (PSA) with transport for London (TfL) for additional officers in London including £185,000 allocated to the University training costs. This gives a total budget in 2009/10 of £645,000 for the University charges.



- 5.8 Ongoing savings of £460,000 in respect of these fees will therefore be realised offset by some costs transferring to BTP that are currently funded by the University from the fees charged. This includes the National Vocational Qualification (NVQ) registration fee and some incidental costs of printing and stationery etc using University facilities. These are shown in the statement as Recruit Training Programme running costs.
- 5.9 The current arrangements for student residential accommodation provided by the University will cease in September in any event as the University has disposed of its building. Alternative provision is therefore required for students and this has been arranged in Section House accommodation with both the City of London Police and the MPS. It is proposed to provide accommodation only for officers living outside the London area to reduce the numbers involved. The overnight rate is less than the rate charged at present for the University accommodation.
- 5.10 The option to move to Holloway Road will resolve some accommodation pressures in other aspects of BTP's estate through the re-use of accommodation at Camden Street released following the SOP's relocation to Holloway Road.
- 5.11 The L&D restructure reflects the consolidation of the service with Corporate L&D taking over responsibility for organising and delivering training previously undertaken by staff reporting to Area Commanders. The structure also takes account of a Central London training facility as set out in this report. Some savings from the HR restructure have already been included in the 2009/10 budget but further savings from the L&D restructure are now proposed and reflected in the Appendix A attached.





- 5.12 There will be transitional costs incurred in each of the elements of the proposals put forward for consideration – principally a Voluntary Severance Scheme (VSS) or redundancy costs and potential dilapidations at Tadworth. If the objective of transferring to Holloway Road by 31 March 2010 is achieved and new staff recruited, most of the VSS would fall in 2009/10. Overall expenditure in this year is therefore forecast at £445,000 above current budgetary provisions. Some of the additional funding required for these costs could be sourced from VSS or the existing project for HR Transformation or by delaying the implementation of other developments and projects currently funded within the approved budget.
- 5.13 The overall financial impact is for a reduction in budgetary requirement in 2010/11 of £614,000 and in 2011/12 of £1,070,000 compared to the 2009/10 budget. These savings need to be reduced by the £185,000 received from TfL in 2009/10 on a one off basis leaving net savings of £429,000 in 2010/11 and £885,000 in 2011/12.

## **6 CONCLUSION AND RECOMMENDATION**

- 6.1 The proposals for the acquisition of new premises in Holloway Road. provide a firm basis for relocating the training activity currently undertaken at Tadworth other than for dog training. The new facility will also allow for savings to be achieved in bringing the SOP currently run in conjunction with the City of London University in-house.
- 6.2 From an operational perspective, Holloway Road provides an excellent location for BTP's Training Centre providing a full range of training facilities and space for ancillary activity that will reflect positively on BTP as one of its key locations for staff and visitors.



- 6.3 Whilst final decisions on the location of the Dog Training School have not yet been taken, clear options are available that will allow the Tadworth facilities to be released in due course.
  
- 6.4 Members are therefore requested to endorse the proposals to secure appropriate accommodation to deliver the L&D Strategy at Holloway Road and to approve the capital expenditure necessary to achieve the transition.

**Appendix A**

**Proposals for revised L & D Service with effect from 1 April 2010  
Holloway Rd option**

	Budget	Projected costs		
	2009/10	2009/10	2010/11	2011/12
	£000	£000	£000	£000
<b>Closure Tadworth</b>				
Domestic staff costs	326	326		
Tadworth building costs	386	386		
Catering supplies	110	110		
Accommodation costs for non-London officers			40	40
Dog Handler/ Dog Trainer accommodation			144	144
Alternative premises costs for dog training			100	100
VSS and redundancy - Tadworth staff		400		
Buildings Dilapidations			430	
<b>Total Tadworth related</b>	<b>822</b>	<b>1222</b>	<b>714</b>	<b>284</b>
<b>Bring Student Officer Programme in-house</b>				
Payments to University	645	358		
Recruit Training Programme running costs		18	43	43
RTC Transition costs		66	26	
Student accommodation				
City of London University arrangements to October 2009	182	76		
City of London Police		8	75	75
Trainers		15	38	38
<b>Total CoL University related</b>	<b>827</b>	<b>541</b>	<b>182</b>	<b>156</b>
<b>New Premises Holloway Rd</b>				
Rent and other running costs		170	600	600
Depreciation			95	95
<b>Total costs Holloway Rd</b>	<b>0</b>	<b>170</b>	<b>695</b>	<b>695</b>
PDU Premises costs	189	189		
<b>Total HR Premises costs</b>	<b>189</b>	<b>359</b>	<b>695</b>	<b>695</b>
Alternative BTP occupation of existing PDU			189	189
<b>Total BTP Premises costs</b>	<b>189</b>	<b>359</b>	<b>884</b>	<b>884</b>
<b>L &amp; D restructure</b>				
Existing costs (excluding LU Area trainers)	3656	3656		
New Structure (including LU Area training service)			3800	3800
Less charge to LU Area (subject to review/agreement)			-500	-500
VSS, redundancy and recruitment costs		106		
Transition costs - appointment overlaps		65		
<b>Total L &amp; D restructure</b>	<b>3656</b>	<b>3827</b>	<b>3300</b>	<b>3300</b>
<b>Project Management</b>	<b>200</b>	<b>190</b>	<b>0</b>	<b>0</b>
<b>Overall projected cost profile for HR</b>	<b>5694</b>	<b>6139</b>	<b>4891</b>	<b>4435</b>
<b>Overall projected cost profile for BTP</b>	<b>5694</b>	<b>6139</b>	<b>5080</b>	<b>4624</b>