

Nottinghamshire Police

Estates Strategy

2017-2021



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Foreword



Paddy Tipping
**Nottinghamshire Police and Crime
Commissioner**



Craig Guildford
**Nottinghamshire Police
Chief Constable**

The fundamental principles of policing have remained unchanged for more than 150 years. Yet, the way policing is delivered has changed dramatically in the last five.

Much of that has been in response to reduced police budgets which have challenged forces to develop innovative ways to provide an efficient and effective service.

But many of these changes also reflect the nature of the times we live in. Twenty years ago a typical High Street would be made up of shops, a bank and a police station. Technology has altered the way we go about our daily lives.

We now shop online from home and no longer have to walk into a bank to talk money. And with the police it is no different.

Nottinghamshire Police no longer needs the number of stations and buildings it once had because the way the public interact with them has changed. This strategy sets out a vision to create an efficient, fit for purpose and sustainable estate that delivers value for money.

Finally, let's not forget that it's not buildings that keep our communities safe from harm, it is people - police officers and police staff.

Nottinghamshire Police continues to change in response to both local and national challenges which have an inevitable impact upon our partners and our estate.

The pace of such change, in particular technological and interactional change has only increased over recent years. Being more agile and maintaining visibility with a reduced headcount continues to be our drive as does the strategic sharing concept.

Agility, flexibility and sharing has the ability to reduce our non-pay budget and to focus upon core front-line deliverables in a changing world. By sharing more with local partners, we are able to contribute to collective efficiencies whilst offering those we serve more of a 'one stop' service.

Our estate has to be flexible and adaptive to such changing needs. Strategically we share more than ever and looking ahead this will continue as we seek to maximise our efficiency and effectiveness.

Ultimately, the strategy aims to deliver agile, safe, flexible and accessible buildings where they are needed and in a way which focuses upon the wider public service ethos.

Purpose



The purpose of the Estates Strategy is to set out the strategic direction of the Force estate so that it supports the Police and Crime Plan, organisational objectives and Force Priority Plan. An Estates Strategy is needed to plan ahead for the changing nature of policing, which is increasingly mobile, agile and delivered in partnership with partner agencies.

In particular, the Estates Strategy will:

- Set out how the Estates Department will work with the Commissioner and the Chief Constable to ensure fit for purpose facilities that are required to deliver effective operational policing;
- Support front line policing by providing fit for purpose buildings and facilities to support operational requirements in a cost effective way; and
- Support the delivery of the Police and Crime Plan and complement other plans and strategies such as IT Strategy, Priority Plan and Carbon Management Plan.

Underpinning the Estates Strategy is a detailed Plan concerning how the priorities for the estate identified in this Strategy will be implemented.

Context



Nottinghamshire Police's estate currently consists of 39 main sites (excluding 3 vacant sites which are in the process of being disposed of), together with 16 Neighbourhood Offices. The Neighbourhood Offices are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as "drop in" facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area. The main sites in the estate are a mix of high quality modern buildings, for example, Newark and St Ann's Police Stations and older local Police Stations such as Hucknall and Cotgrave.

The main sites currently total 59,425 square metres (excluding the 3 vacant sites), with the largest site being the multi-building campus style Force Headquarters (Sherwood Lodge), which extends to a total of 10,341 square metres. The police estate needs to accommodate many functions which are specific to the Force's requirements, which is more than just office accommodation. Some of our key functions include custody, control rooms, archive and exhibits storage, IT data centres, covert premises and police dog kennels.

The estate is a mixture of freehold and leasehold premises and increasingly is made up of partnership premises which are shared with local authority and other partners.

A number of these operational buildings are inefficiently used and expensive to run and maintain. The estate currently costs £5.85 million each year to run, but this has been steadily decreasing with the implementation of an estates rationalisation programme over the last 4 years and will decrease further if additional estates rationalisation and efficiency proposals contained within this Strategy are implemented.

A summary of the sites that make up the estate including tenure and floor area is attached as an Appendix to this Strategy.

Drivers for Estates Strategy

There are a number of key drivers for the Estates Strategy including:

- The Force Priority Plan which will implement significant changes to policing over the next five years, many of which have implications for the estate and will influence the number and location of police buildings;
- The workforce is becoming more mobile and agile through investment in IT. For example, with handheld devices, police officers do not need to routinely return to police buildings, meaning they are more productive and visible, working within communities. In addition, the Force is becoming more agile with officers and staff working from different locations, co-located with partners and where appropriate, from home. This not only improves productivity and makes financial savings, but it also means there is less need for a large estate;
- Public Sector services such as policing have received significant reductions in the budget as part of the Government's austerity measures and the need for savings to be made continues. After people, the estate is one of the largest costs to the Force and PCC. There is a need to continue to reduce the estate to contribute to the financial savings and optimise the number of police officers and staff;
- The number of officers and staff are reducing as a result of budget reductions and with a more agile and flexible workforce, estate rationalisation is appropriate as a large estate is no longer needed;
- The Police and Crime Plan supports partnership and collaboration for streamlined and integrated service delivery. Significant progress has been made with police working from partner buildings and vice versa and increasingly planning is being undertaken for further collaboration with Fire and Ambulance services. Tri-Force collaboration with Leicestershire and Northamptonshire Police in a number of areas is also moving forward to complement the range of existing collaborations in the East Midlands region. Increased collaboration and interoperability with other forces, partners or blue light agencies is essential in order to provide specialist policing capabilities (at a regional level) or addressing criminal/community safety issues where a partnership response is critical (e.g. adult and child safeguarding). The Estates Strategy must remain flexible enough to meet the changing demands on the estate;
- The Force has a responsibility to provide an energy efficient estate. The Estates Strategy therefore must complement our environmental objectives and Carbon Management Plan; and
- Delivering improved services to our communities.

Vision



The Estates Strategy aims to deliver an estate which will be more efficient and of lower cost to run and which is flexible enough to respond to the developing service requirements. It will allow the Force to maintain high quality services, to improve effectiveness and to ensure good value for money by the efficient use of a key resource. The Strategy seeks to deliver the right balance between operational delivery and affordability.

Our Vision is to:

- Create an efficient, fit for purpose and sustainable estate that delivers value for money and facilitates flexible working in line with the Police and Crime Plan;
- Deliver an estate which provides an appropriate level of security for officers and staff and information;
- Obtain views of the community and partners to inform our decision making process; and
- Provide a visible and accessible service which enables multi agency working and promotes visible policing.

How does the Estates Strategy support the Police and Crime Plan and the Priority Plan?

Police and Crime Plan:

The Commissioner will strive to deliver:-

Safer Communities

Enable co-location of partners within police or partner buildings and provide appropriate custody suites and facilities for people to report crime

Improved trust and confidence in policing

Provide local deployment bases and public contact facilities and support the agile/visibility programme

Value for money policing services

Implement the estate rationalisation programme to ensure an appropriate and fit for purpose estate for operational policing

Priority Plan



The Force Priority Plan will change the way the Force plans its business for 2018/19 and beyond as part of an ongoing programme of continuous improvement.

The Priority Plan will set a clear vision for the Force by focusing on a number of strategic priorities, with each internal department designing their own services to deliver those priorities.

As further detail of the Priority Plan emerges, it is anticipated that Business Cases will be developed to restructure a number of key operational departments. There is a need for the Estates Strategy to remain flexible to support changes which may arise from the Priority Plan Business Cases.

The implementation of the Priority Plan will influence the way that policing services are delivered affecting both physical buildings and the use of IT and information management.

The provision of a suitable estate and facilities will be kept under review whilst the Priority Plan is fully implemented and refined.

What has been Achieved to Date?



In supporting the Police and Crime Plan and Delivering the Future programme, a number of significant achievements have already been made:

- Opening of a new, modern Central Police Station in Nottingham at Byron House, in partnership with Nottingham City Council and in support of the Aurora II partnership programme. The old Central Police Station has been sold raising a significant capital receipt.
- The closure of a number of ageing Police Stations including Canning Circus, Meadows, Retford, Kirkby in Ashfield, East Leake, Harworth, Bingham, Calverton, Beeston, Stapleford and Kimberley. Where appropriate, alternative cost-effective facilities have been provided to support the local policing footprint often in partner premises, principally local authorities.
- Reviewing service contracts, for example maintenance and servicing of mechanical and electrical infrastructure to reduce revenue costs. Delivered a number of energy reduction initiatives including energy efficient lighting schemes and biomass boilers.
- A number of partnership collaborations have been delivered in conjunction with local authorities and increasingly with Fire and Rescue and Ambulance Services.

Estate Delivery Plan

There remains a significant amount of work to be undertaken to fully support the implementation of the Force Priority Plan and Police and Crime Plan, which is reflected in the priorities below:

Objective	Milestones
Provide an estate which meets the operational needs of policing, including custody, communications and IT infrastructure, local policing and specialist services.	<ul style="list-style-type: none"> Continued review of the estate to meet operational needs
Review the options for more cost effective premises where it has been identified that current facilities are underutilised. This may be through co-location, bringing partners into police buildings or police working from partner buildings	<ul style="list-style-type: none"> Reduction in floor area of the estate Reduction in running costs for the estate Building sales forecast achieved Reduction in building stock
Maximise the use of space within buildings by enabling better, modern, agile ways of working and working closely with partner agencies.	<ul style="list-style-type: none"> Improved utilisation of police premises Reduction of workstations in line with IT Strategy and occupational standards Implementation of agile working practices across the estate
Design and locate buildings that are fit for purpose and relevant to the support of operational policing.	<ul style="list-style-type: none"> Identification of required locations for police buildings and neighbourhood offices Agreement of buildings specification Production of options appraisal for delivery of appropriate facilities Co-location and new location opportunities reviewed Reduced operating costs
Ensure buildings meet all Health and Safety requirements and security standards.	<ul style="list-style-type: none"> Carry out and act upon health and safety inspections across the Force estate Carry out and act upon security audits across the Force estate
Reduce the operating cost of the estate.	<ul style="list-style-type: none"> Improved Display Energy Certificate scores Full profile of energy consumption for every building Reduced cost per m² for facilities management services Improved performance on national benchmarking reports
Self-generate funds to improve and enhance the estate.	<ul style="list-style-type: none"> Sale of buildings as per forecast Maximum sale value achieved

Future Estate Plans

In order to meet the Estate Delivery Plan objectives, the following specific developments and changes to the estate are planned. Further schemes will be developed over the life of this Strategy in accordance with the principles of this Strategy:-

- Setting up a Partnership Hub with Mansfield District Council at Mansfield Civic Centre and the sale of Mansfield Woodhouse Police Station
- Setting up a Partnership Hub with Ashfield District Council at the Council Offices in Kirkby in Ashfield and the sale of Sutton in Ashfield Police Station
- Setting up a Partnership Hub in Arnold with Gedling Borough Council and the sale of Arnold Police Station.
- Development of a public sector hub in Cotgrave Town Centre with Rushcliffe Borough Council, Nottinghamshire County Council, Cotgrave Town Council and health service partners.
- Co-location with East Midlands Ambulance Service to establish a new Carlton Police Station and sale of the existing Carlton Police Station.
- Rationalisation of office buildings leading to the sale of Holmes House in Mansfield
- New Eastwood Police Station co-located with Eastwood Town Council and sale of existing Eastwood Police Station
- Review of the future of the ageing and overly large Worksop Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and overly large Ollerton Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and poor quality Hucknall Police Station and Training Centre with a view to providing appropriate facilities for operational policing and training
- Consideration of options for greater collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service. Proposals are currently being considered at Ollerton, Hucknall, Carlton, East Leake, Worksop and Newark.
- Review of the future of the Bridewell custody suite with a view to providing a more appropriate facility.
- Review of the usage and future of Neighbourhood Offices.

Future Investment Plans

In order to meet the objectives of this Strategy, it will be necessary to invest in the estate. This will be a combination of capital and revenue funding dependant upon the nature and cost of the work involved.

Full condition surveys of all buildings within the estate will be undertaken and these will inform a planned maintenance programme which will be implemented from revenue funding. Where significant building improvements are required, capital funding will be requested.

It is proposed to produce a 4 year capital programme for the life of this Strategy. Full details are currently being put together and will be fully evaluated and costed.

However, below is a list of schemes that have been identified so far as requiring capital funding in 2017/18 or beyond. Schemes currently funded within the 2016/17 capital programme and being undertaken within that year, have not been included.

Location	Project
Various	Automatic Gates & Barrier Replacements
Various	BMS - Boiler Controls
Various	Bunkered Fuel
Bridewell	Custody Project
Custody	Custody Improvements (Toilets; Sinks; Grilles)
Eastwood	Eastwood Police Station
FHQ	Conversion of part of Printing and Stores
FHQ	External Street Lighting (Retention)
FHQ	New Locker & Gym
FHQ	New perimeter fence
FHQ	New surfacing for drive to Printing and Stores and paths
Various	Fire Alarm panel replacements
Various	Fixed Electrical works
Hucknall EMAS	Extension for NPT
Mansfield	Lift Replacement
Mansfield	Replace Tea Points and Showers on all floors
Various	Generator and associated replacements
Ranby	Response Hub
W Bridgford	1st Floor Refurbishment
Worksop	New Tri Services Collaboration
Oxclose Lane	Oxclose Lane Top Floor Refurbishment
Oxclose Lane	Lift Replacement
Various	Mechanical Engineering and Boiler Replacements
Various	Energy Improvements
Various	Building Condition Investment
Various	Energy Improvements

Consultation

For all significant changes to the police estate, especially where a police station is proposed for closure or to be moved to an alternative location, consultation will be undertaken with internal and external stakeholders.

A variety of consultation methods will be utilised dependent upon the change proposed and local circumstances. These could include consultation via letter, e-mail, website survey, social media, public meetings or focus groups.

The internal audience will include officers, police staff, Special Constables, volunteers and partnership staff directly affected. The external audience will include stakeholders such as local MPs, councillors, partner agencies, local businesses and charitable and community groups. Consultation will also take place with people living in the areas affected by the change and the wider public. The Police and Crime Commissioner will make the final decision in relation to any proposed changes, following consultation.

We will liaise fully with our staff, the public and our stakeholders and keep them informed of key developments and seek their views, at the earliest opportunity.

It is imperative that officers and staff are informed of the potential for change and are actively involved in the consultation process.

We will ensure that our stakeholders are reassured by the changes and any uncertainties are clarified.

Arrangements for public access at any new location will be widely communicated to avoid the potential for misunderstanding within the community.

Governance



As the estate is owned by the Police and Crime Commissioner, he has ultimate responsibility for agreeing the Estates Strategy and to approve individual Business Cases. To support the PCC in managing the estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:

- **Force Executive Board** — chaired by the Chief Constable and attended by the full Chief Officer Team and key senior representatives, with responsibility for agreeing the overall Estates Strategy and approving Business Cases to achieve the Strategy.
- **Force Management Board** — chaired by the Deputy Chief Constable and attended by Departmental Heads and other senior representatives of the Force together with the Chief Financial Officer to the OPCC, with responsibility for initial consideration of Business Cases and prioritising resources towards achievement of key Force objectives.
- **Estates Programme Board** — chaired by the Head of Estates and Facilities Management and attended by senior representatives of the Force, with the responsibility for determining the operational requirement, identifying priority works and managing risk. This Board also oversees progress with the implementation of the Estates Strategy and the development and monitoring of key performance indicators for the estate.



Appendix - Nottinghamshire Police Buildings

Name	Postcode	Area	Comments
Arnold	NG5 7DS	240m ²	Freehold
Arnot Hill House (OPCC)	NG5 6LU	350m ²	Leasehold
Arrow Centre	NG15 8AY	992m ²	Freehold
Beeston	NG9 1BA	380m ²	Leasehold
Bingham	NG13 8BW	828m ²	Freehold (vacant and being sold)
Bridewell	NG2 1EE	2,973m ²	Freehold
Broxtowe	NG8 6GN	322m ²	Freehold
Bulwell	NG6 8NA	471m ²	Freehold
Byron House	NG1 6HS	1,205m ²	Leasehold
Carlton	NG4 3DZ	3,035m ²	Freehold
Clifton	NG11 9DN	226m ²	Leasehold
Cotgrave	NG12 3JG	203m ²	Freehold
East Leake	LE12 6JG	166m ²	Leasehold
Eastwood	NG16 3GG	308m ²	Freehold
Firing Range	NG14 6AY	153m ²	Leasehold
Harworth	DN11 8JP	140m ²	Leasehold
Holmes House	NG18 2JW	2,177m ²	Freehold
Hucknall	NG15 7LE	2,565m ²	Freehold
Kirkby	NG17 8DA	133m ²	Leasehold
Lakeside	NG15 0DS	650m ²	Leasehold
Mansfield	NG18 2HQ	5,527m ²	Freehold

Name	Postcode	Area	Comments
Mansfield Partnership Hub	NG19 7BH	238m ²	Leasehold
Mansfield Woodhouse	NG19 8BA	692m ²	Freehold (vacant and being sold)
Meadows	NG2 1PW	555m ²	Freehold (vacant and being sold)
Newark	NG24 1LJ	2,171m ²	Freehold
Ollerton	NG22 9QZ	1,179m ²	Freehold
Oxclose Lane	NG5 6FZ	2,995m ²	Freehold
Phoenix House	NG18 2HZ	5,604m ²	Leasehold
Radcliffe on Trent	NG12 2FQ	60m ²	Leasehold
Radford Road	NG7 5GX	2,460m ²	Freehold
Newton	NG13 8HA	425m ²	Leasehold
Retford	DN22 6QD	142m ²	Leasehold
Riverside	NG2 1RZ	1,578m ²	Leasehold (PFI)
Sherwood	NG5 2FB	51m ²	Leasehold
Sherwood Lodge	NG5 8PP	10,341m ²	Freehold
St. Anne's	NG3 3HR	1,284m ²	Freehold
Sutton	NG17 1AE	925m ²	Freehold
Tom Ball Hall	NG5 6FZ	904m ²	Freehold
Topaz Centre	NG5 6FZ	186m ²	Freehold
Watnall Road	NG16 6DW	884m ²	Leasehold
West Bridgford	NG2 6BN	3,230m ²	Freehold
Worksop	S80 2AL	2,057m ²	Freehold

Neighbourhood Offices

The following buildings are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as “drop in” facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area.

Bingham Town Council	Ruddington, St. Peter’s Rooms
Carlton in Lindrick Village Hall	Sneinton Library
Crown House, Worksop	Southwell Town Council
Farndon Village Hall	Stapleford, The Meeting Place
Nuthall Temple Centre	Trowell M1 Services
Kimberley Town Hall	Tuxford, 2 Market Place
Misterton Centre	Warsop Town Hall
Rainworth Village Hall	Wollaton Waitrose

Total Neighbourhood Offices - 16