

Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Estates Strategy Delivery Update – August 2020
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1.0 PURPOSE OF REPORT

1.1 To provide an update on progress in delivering the PCC’s Estates Strategy 2017-2021. It provides a comprehensive summary of progress across all sites as well as those identified for change in the Estates Strategy.

2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 The PCC’s Estates Strategy was published August 2017 outlining the plans for the police estate. This strategy was based on operational requirements from Wiltshire Police and approved by the Chief Constable and the Force ELT.

2.2 The strategy address long standing issues including significant underutilisation following policing model changes. The introduction of technology has been successful in reducing the need for staff to be in offices.

2.3 The initial parts of the strategy were to develop a clear delivery plan and establish projects to deliver the new estates model, the strategy objectives as well as maintaining smooth operational delivery.

2.4 The operational demands placed on the Estates team and Wiltshire Police due to OP Fairline and Fortis delayed delivery of this strategy by approximately 9 months. Currently the estate strategy is also being delayed due to COVID and the impact on the construction market and supply chain. This is a risk included on the OPCC risk register.

3.0 THE PCC’S ESTATES STRATEGY 2017-2021

3.1 The Estates Strategy sets the direction for police estate to meet The Police and Crime plan 2017-21 and support the efficient and effective delivery of policing. Its delivery is included within the Police and Crime Plan 2017-2021.

3.2 The estate principles are:

- **Effectiveness:** Offers have the right support, capability and resilience to the changing demands of policing, helping officers and staff to keep us safe

- **Efficiency:** The estate use is maximised and is cost effective, helps to reduce our carbon footprint and is sustainable. Every pound spent on running our estate is a diversion from funds for frontline policing
- **Public:** Estate will enable visibility, meet the expectations of the public and provide suitable space for the public to interact with police officers and staff
- **People:** Enables staff to do the job in a flexible way, increases productivity and improves wellbeing
- **One public estate:** Shared facilities will be the default option wherever possible to support integration of services and support local plans to deliver economic development and housing

3.3 The Estates Strategy sets out the estates model, aligned to the Chief Constable's operational requirements. This model is tiered as follows:

- HQ services – corporate services, centrally located
- 2 Custody suits at Melksham and Swindon Gablecross
- Community Policing Hubs – 7 across the policing area allowing delivery of operational policing with geographical spread to meet response times
- Community touchdown points – community space for visible policing and formal welfare location for officers

3.4 The Estates strategy set out the preparatory work to deliver this model future estate objectives:

1. To reduce the running costs of the estate by 20 per cent
2. To dispose of all assets and land identified as surplus by 2021
3. To increase staff satisfaction with their environment
4. To maintain public satisfaction with the services they receive

3.6 This strategy was developed after extensive work with operational leads to understand operational requirements. It was presented to the PCC after sign off by the Chief Constable.

3.7 The creation of touchdown points were not set as an operational requirement to deliver the policing model. This was an addition by the PCC to maximise opportunities for visibility and engagement with local partners, and, following consultation with the Police Federation, provision of locations containing welfare facilities for officers.

3.8 The opportunities and risks outlined within the capital finance paper presented to the PCC are reflected within this progress report. The work being developed on Devizes sites and future master planning will meet operational needs and reduce running costs of facilities at the end of their serviceable life.

3.9 The Estates Strategy also contributes to the OPCC sustainability / carbon reduction strategy, which is currently being reviewed. Further detailed work on Devizes HQ provides a significant opportunity to deliver further benefits as changes in working practice are accelerated in response to COVID-19.

4.0 **RECOMMENDATIONS**

a) The PCP are asked to note the progress in delivering the Estates Strategy 2017-2021

Appendix A: Estates Strategy delivery plan Update August 2020

Objective	Location	Progress update	Phase	Anticipated Timescales	Status
Ensure there are 21 st Century Community Policing Hubs, that meet the Chief Constables requirements in the locations indicated. These will be preferably co-located with partners to share cost and provide better public services	Bourne Hill, Salisbury	Improvements to shared facility including improved interview facilities, improved locker space, and increasing security and information governance measures	1	Summer 2020	In Progress This has been delayed due to COVID-19 Plans are on hold and awaiting planning approval
	Monkton Park, Chippenham	No actions required in strategy. Site already successfully shared with Wiltshire Council	1		Complete No action required
	Gablecross, Swindon	Ensure PFI site has maximum capacity and provides modern facilities. Major crime has moved from Marlborough to GX	1		Complete Improved included Remodelling for community policing and refit for operational moves from Marlborough
	Royal Wotton Bassett	Remodelling and refurbishing of existing site in Royal Wotton Bassett. This consists of full internal remodelling and upgrading, introducing a large parade room, increased locker and staff welfare faculties and external demolition of redundant custody cells for additional vehicle parking.	1		Complete Improved included Remodelling for community policing and refit for operational moves from Marlborough
	Tidworth	Extensive discussions and design feasibility work with the Tidworth Town Council. This is the PCC preferred option. If this is not determined feasible then an alternative will be developed	2	October 2023	In progress Business case to proceed with shared site. Estimate for completion October 2023
	Warminster	The PCC has secured a new site, adjacent to Fire Authority and health services. This site is being currently remodelled for policing use and the Warminster policing team	1	Spring-2021	In progress Finalising procurement process and site due to be operational in Spring 2021

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Remodelling and rationalising the police estate in Devizes	Multiple Devizes sites	All police services delivered in Devizes will be consolidated onto the London Road site. Preliminary scoping of the remodelling of London Road with Work has been commissioned to develop a site masterplan, costs and phasing	3	TBC	In Progress This has been impacted by COVID-19 and requires additional work on organisational requirements Initial scoping of HQ completely however requires further detailed work to include COVID implications as part of recovery. Further work to be returned to PCC in December 2020
	Melksham	Melksham office accommodation will be included within the footprint of services based in Devizes to existing capacity in Melksham is fully utilised, including custody	3		Complete

Objective	Location	Progress update	Phase	Anticipated Timescales	Status
Implementing community touchdown points for visible police and community engagement. These sites provide welfare access for officers and staff. They are not exclusive and all policing teams are encouraged to establish informal relationships in	Alderbury	Downtown Library	2		Complete
	Amesbury	This will progress in tandem with the development of a Tidworth site.	2	2023	Not due for commencement until 2023 Will be developed in tandem with the work in Tidworth
	Calne	Calne Leisure Centre	1		Complete
	Cricklade	Working to identify suitable touchdown	2		In Progress Ongoing discussion on suitable location with leisure services
	Highworth	Highworth community centre	1		Complete
	Malmesbury	Touchdown point identified within the town centre. The Malmesbury site is being used temporary for officers from Royal Wotton Bassett. This site will be disposed of once this work is completed.	1		Complete

other community locations such as Town Council offices	Marlborough	Cornerhouse	1		Complete
	Pewsey	The Vale Community Campus	1		Complete
	Tisbury	Nadder Centre	1		Complete
	Westbury	Westbury Library	2		Complete
	Wilton	Wilton Library	2		Complete

Objective	Location	Progress update	Phase		Status
Disposing of redundant sites	Leigh Delamere	No longer operationally required - disposal	2	Summer 2020	In Progress
	Salisbury sites	No longer operationally required - disposal	3	TBC	In Progress
	Multiple Devizes sites	Dispose of unrequired estate in Devizes	2	Anticipated disposal by end of 2020/21	In Progress This is potentially impacted by COVID and impact on property market Development of Parkfields and other unused sites underway