

Estates Strategy

2025-2030



Our vision

Our vision is to build a modern, safe and sustainable police estate that supports effective policing and increases public trust and confidence. It will be adaptable and accessible and aligned with the Police and Crime Commissioner's priorities. We will focus on value for money and strategic partnerships, and we will create an estate that is efficient and integrated into the communities we serve.

Foreword

Philip Seccombe TD

Warwickshire Police and Crime Commissioner

Our police estate is more than just buildings; it is the foundation that enables Warwickshire Police to deliver modern, effective, and visible policing to the communities we serve.

This strategy reflects my vision of creating a police estate that supports the operational needs of a 21st-century police force while remaining firmly rooted in the priorities set out in my Police and Crime Plan.



By focusing on modernisation, sustainability, and community integration, we are ensuring that our estate provides excellent value for money while also enhancing public trust and confidence in policing.

As the asset owner of the Warwickshire Police estate, I am dedicated to ensuring that every decision we make supports a long-term vision. This means providing facilities that are adaptable to future demands, inclusive for all, and capable of supporting the well-being of our officers, staff, and the communities they serve. Through strategic investments and strong partnerships, we will continue to build an estate that is fit for purpose today and tomorrow.

I invite you to explore this strategy, which outlines our plans to build a modern and sustainable estate that reflects the changing face of policing and the needs of the people of Warwickshire.

Foreword

Alex Franklin-Smith

Warwickshire Police Chief Constable

Our estates are more than just buildings, they are vital resources that enable our workforce to deliver a high-quality service to our communities.

Our workforce remains our most important asset, and it is important they come to work in modern and safe buildings that are fit for the challenges they face.

As Chief Constable, I am committed to providing a visible policing presence in our communities and this strategy reflects this goal. With officers, staff and volunteers working across 24 sites, our people are where they are needed most to respond to crime and keep our communities safe.

This strategy has been developed following extensive consultation with our workforce, community, and partners.

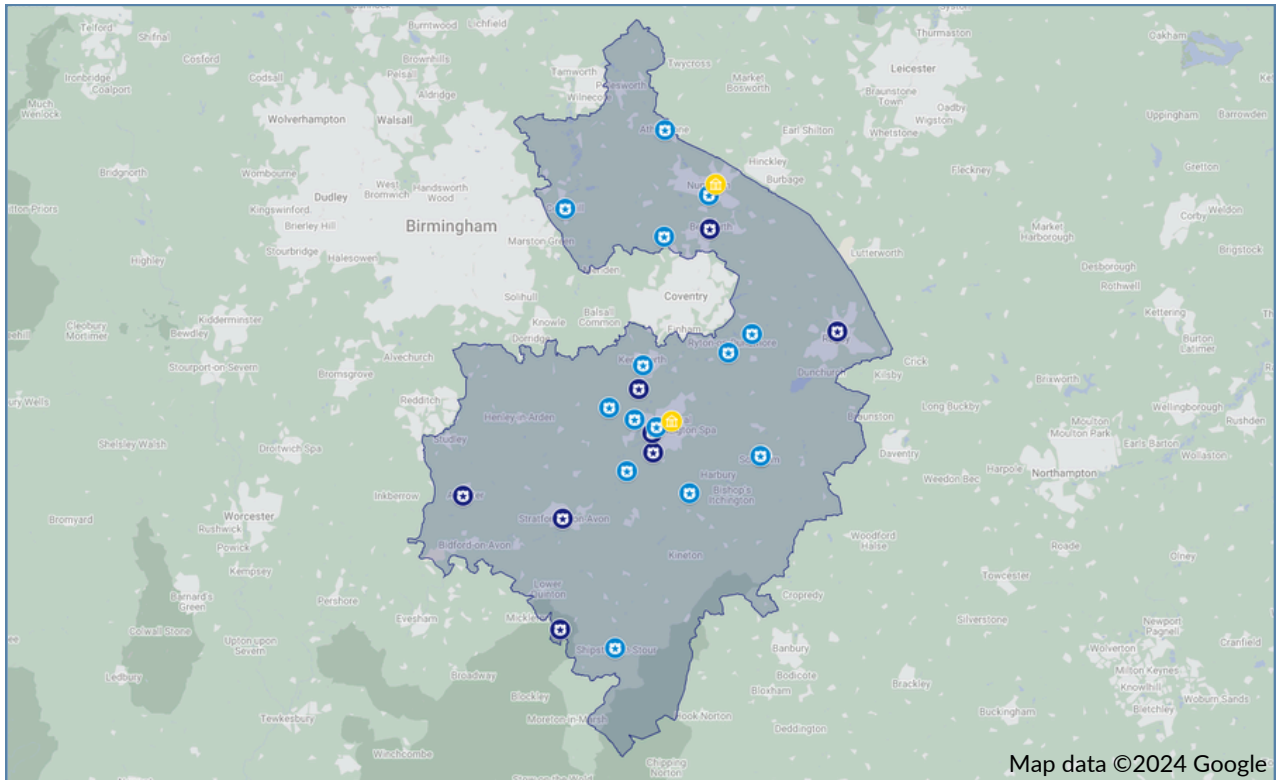
We are on a journey with our estate's strategy, and I am committed to ensuring it continues to evolve to reflect the changing landscape of policing and the new challenges we will face.




Thank you for your continued support as we embark on this important initiative.



The existing estate

Our estate is made up of a diverse portfolio of properties located across the county of Warwickshire, ranging from a historical Grade II listed building to purpose-built properties built in the 2010s.



Key:  Freehold  Leasehold  Justice Centres

The force covers an area of 762.58 square miles across the County.

The PCC owns and manages two Criminal Justice Centres with 14,943m² in floor space, shared with partner organisations.

Of the freehold properties owned, 71% are over 50 years old.

During financial year 2023/2024 we spent £1,572,000 Capital Spend and £1,515,017 Revenue Spend in maintaining the estate.



Warwickshire Justice Centre



Wheelchair Access

- No smoking
- No mobile phones
- No cameras
- No motorcycle crash helmets
- No cycles to be left in this area
- Smoking or drinking on the steps and ramp is expressly forbidden
- No dogs, except guide dogs
- Alcohol in this area is expressly forbidden

Introduction

The effective delivery of policing services depends on a well-managed and responsive estate. Our Estate Strategy is aligned with the objectives outlined in the Police and Crime Commissioner's Police and Crime Plan, ensuring that our estate supports the wider goals of reducing crime, improving public safety, and fostering trust between the police and the community.

As policing evolves, our estate must adapt to meet new challenges. This strategy sets out our vision for developing a modern, flexible, and sustainable property portfolio that enables our officers and staff to deliver on the priorities of both the Police and Crime Commissioner's Police and Crime Plan and Warwickshire Police's Fit for the Future Strategy.

Our estates will be designed to meet the operational needs of modern policing, and provide a visible presence in communities.





By focusing on key areas such as sustainability, health and safety compliance, and value for money, we will ensure that our estate remains fit for purpose, financially sustainable, and able to support the long-term priorities of the Police and Crime Commissioner. Through proactive planning, strong partnerships, and continuous investment, we aim to create an estate that enhances the effectiveness of policing, supports community engagement, and delivers measurable value.

The estate strategy will be delivered via an action plan to be developed under five key themes.

Key themes



We will provide a modern, visible and fit for purpose policing estate



Our estates will be health and safety compliant for officers, staff and the public



We will be sustainable



We will achieve value for money and generate capital contributions for the delivery of estate activity



We will work in partnership with others



We will provide a modern, visible and fit for purpose policing estate

To support effective policing, we must provide an estate that is modern, visible, and fit for purpose. Our goal is to create spaces that foster community trust, support our officers and staff in delivering high-quality services, and adapt to the evolving needs of policing in the 21st century.

We will ensure that all properties are up to date, efficient, and capable of supporting the latest technologies. We will invest in upgrading current properties and replacing outdated facilities where necessary. Ensuring that buildings are designed to be flexible and adaptable to the changing needs of policing, enabling easy modifications and updates to accommodate evolving operational, and technological demands.

Visibility is a cornerstone of public trust and confidence in the police force. We will improve the public's perception of safety by enhancing our estate's visibility and maintaining an accessible and prominent police presence in the community, where. We will ensure all sites are fully accessible to officers, staff, and communities, meeting modern standards of inclusivity, with appropriate facilities for those with disabilities to promote visibility and access to police.

We will ensure our estates are designed to meet the practical needs of our officers, staff and partner organisations with facilities that are safe, secure and support the wellbeing and operational requirements of teams. We will include spaces that prioritise the mental and physical wellbeing of our officers and staff, including fitness facilities, quiet rooms, and break areas. Sites will be reviewed for suitability to meet the needs of teams, effective collaboration, and efficient workflow within buildings.

A sustainable estate requires ongoing maintenance and the ability to respond to evolving requirements. To ensure long-term viability we will implement a proactive, long-term maintenance strategy that ensures our buildings remain safe, operational, and cost-effective.

Regular condition assessments will be carried out to identify potential issues early, minimising disruption and avoiding costly repairs. Changes to the estate will be designed to allow for future growth or changes in operational policing. This flexibility ensures we can adapt to new policing methods, changes in community needs, or advances in technology without needing extensive renovations. Additionally, through our long-term maintenance strategy, we will ensure that all properties remain functional, efficient, and safe, reducing the risk of disruptions and maintaining cost-effectiveness over time.

To ensure this is delivered effectively, we will:

- **Conduct a Full Estate Review:** Assess the condition, location, accessibility, and suitability of current properties against demand for services, the risk and future operational needs of the estate.
- **Engage Stakeholders:** Work closely with officers, staff, community representatives, and local authorities to understand their needs and gather input.
- **Rollout:** Implement a long-term maintenance plan, starting with priority areas based on condition, operational need, and impact.
- **Review:** Continuously evaluate as necessary, ensuring the estate remains fit for purpose.



Our estates will be health and safety compliant for officers, staff and the public

We will continue to adopt a proactive approach towards health and safety and building compliance to ensure that all our properties comply with the latest health, safety, and building regulations.

We will conduct frequent audits of all properties to ensure they meet current statutory requirements, including fire, electrical, gas, lifting equipment and water hygiene safety. We will manage asbestos in line with industry standards. We will proactively monitor changes to health and safety legislation to ensure our estate is always compliant with emerging regulations and industry best practices. Ensuring that all property managers and maintenance teams are up to date with health and safety standards, providing ongoing training as regulations evolve.

We will identify and manage health and safety risks across the estate to prevent accidents and ensure the well-being of officers, staff, and the public. Conducting comprehensive risk assessments across all properties, with a focus on high-risk areas, such as maintenance zones and public-facing spaces, implementing procedures for identifying potential hazards early and taking swift action to address them. We will use a preventative maintenance approach to minimise risks associated with building deterioration, faulty systems, or unsafe infrastructure.

We will implement robust monitoring processes to ensure compliance and the timely resolution of health and safety issues. Including utilising digital platforms to monitor the status of health and safety compliance across the estate, tracking issues, risks, and required actions in real-time.

We will continue to schedule regular on-site inspections to identify emerging health and safety risks and take immediate corrective action, creating clear reporting channels for staff and officers to raise health and safety concerns, ensuring swift responses and transparent resolution processes.

We are committed to resolving repairs and remedial works within set timeframes to minimise disruption and ensure safety. To achieve this, we will prioritise and classify repairs based on severity, with urgent health and safety risks receiving immediate attention and repairs. By establishing clear target timescales for the completion of repairs and remedial works, we will ensure that non-urgent repairs are also addressed in a timely manner and will ensure that contractors and maintenance teams meet agreed timelines and deliver repairs to the required standards.

To ensure a safe and compliant estate, we will foster a culture of continuous improvement and accountability. To do this we will:

- **Compliance:** We will take a proactive approach to maintaining 100% compliance and where non-compliance is identified, we will immediately develop and implement action plans to bring properties back to full compliance.
- **Feedback Mechanisms:** Encourage feedback from building users to improve safety practices and quickly address any concerns along with reviewing contractor performance on maintenance activities.
- **Zero Tolerance for Unsafe Conditions:** Maintain a zero-tolerance policy for unsafe conditions, with immediate action taken to rectify any identified risks



We will be sustainable

As part of our commitment to creating a modern and fit-for-purpose policing estate, we recognise the critical importance of sustainability. Reducing our environmental impact not only aligns with global and national sustainability goals but also helps us operate more efficiently and responsibly.

We will conduct a comprehensive review of the energy performance of all properties across our estate.

We will undertake regular audits to identify areas of improvement, reduce energy consumption, and enhance building efficiency. Comparing energy use across the estate to industry standards and setting targets for improvement. We will incorporate energy efficiency improvements into our planned maintenance, prioritising upgrades to heating, cooling, lighting, and insulation systems to improve overall energy efficiency.

When refurbishing or upgrading our facilities, we will integrate sustainable initiatives where possible. This will include responsible procurement, setting benchmarks for our supply chain, and incorporating sustainable materials into construction projects and refurbishments. Implementing waste management systems during construction and daily operations, ensuring that materials are reused, recycled, or disposed of responsibly. Installing water-saving fixtures and systems, such as low-flow taps and rainwater harvesting systems, to reduce water consumption.

We recognise the importance of embracing the latest technology to help minimise our environmental footprint. Options will be considered to include smart building systems to monitor and control energy usage in real-time, optimising lighting, heating, and cooling based on building occupancy.

Exploring the installation of solar panels, heat pumps, and other renewable energy solutions to power our buildings sustainably. Expanding charging infrastructure to support a transition to electric police vehicles and encourage staff to adopt low-emission vehicles.

We are committed to reducing the carbon footprint of our estate and achieving net-zero emissions by 2050. To reach this goal, we will set clear targets by developing a phased plan that outlines measurable, affordable milestones towards achieving net-zero emissions across the estate.

To ensure our sustainability goals are met, we will:

- **Regularly Monitor Performance:** Track and report on key sustainability metrics, including energy consumption, waste reduction, and progress toward net-zero targets.
- **Continuous Improvement:** Use feedback from audits and assessments to develop a path to net zero and continuously improve our estate's sustainability performance.
- **Education and Engagement:** Engage officers, staff, and the public in sustainability initiatives, encouraging energy-saving behaviours and promoting the importance of environmental responsibility across the organisation.



We will achieve value for money and generate capital contributions for the delivery of estate activity.

Achieving value for money is a core principle of the estates strategy. We are committed to ensuring that all estate-related activities are financially sustainable, while also generating the necessary funding to support the modernisation and maintenance of our properties. Our approach will include optimising asset usage, leveraging external funding opportunities, and improving procurement practices.

As part of our ongoing estate review, we will assess under-utilised or non-essential assets including buildings and land for potential disposal. This will enable us to generate capital from the sale of surplus properties and land which can then be reinvested in priority areas of the estate and reduce operating costs by eliminating maintenance, security, and other costs associated with underused or inefficient properties. We will maximise estate efficiency by ensuring our estate is lean, efficient, and aligned with the operational needs of modern policing.

We will actively pursue opportunities to secure financial contributions from developers through Section 106 (S106) agreements. These contributions can help fund key estate projects. To do this we work closely with planning departments and local authorities to negotiate and secure S106 contributions that align with our strategic estate and other policing priorities. We will also actively seek out any opportunities for accessing external grant funding to support the delivery of programmes of improvement work.

To ensure efficient use of resources and deliver consistent quality, we will focus on the procurement of long-term, planned works programmes. This approach will allow us to secure more competitive pricing through bulk procurement and long-term contracts, reducing costs over time whilst maintaining consistency in the quality of maintenance work across the estate, improving efficiency and reducing the need for reactive repairs.

We will conduct a thorough review of our leasehold property portfolio to ensure that all leases are cost-effective and strategically located. We will review current leases to identify opportunities for renegotiation or termination where properties are no longer providing value for money, ensuring that all leased properties are in the right locations to support policing needs and are priced appropriately. We will explore freehold opportunities where appropriate, considering the re-use of existing freehold properties to reduce long-term leasing costs and secure greater control over our estate.

To ensure the effectiveness of our estate for value-for-money, we will implement strong financial controls and regular monitoring, including:

- **Regular Asset Reviews:** Conducting regular assessments of the estate to identify further opportunities for disposal, consolidation, or optimisation.
- **Transparent Reporting:** Ensure that all financial decisions related to the estate are transparent and aligned with broader organisational goals.
- **Seek Capital contributions:** Actively seek out opportunities for S106 developer contributions and access grant funding to support project delivery.



We will work in partnership with others

Strong partnerships are key to ensuring that our estate meets the needs of both the police and the communities we serve. By working closely with public sector partners, local authorities, and the public, we will ensure that our estate strategy is responsive, efficient, and aligned with local priorities. This collaborative approach will help us maximise the value of our estate and better serve the community.

To understand the needs of the estate, we will engage in meaningful consultation with officers, staff, the public and key partners, ensuring that their voices shape our decision-making, conducting regular public consultations to gather input on estate changes and ensure that community needs are understood and reflected in our plans. By actively engaging with key stakeholders, including local businesses, community groups, and other public sector organisations, we will ensure that our estate aligns with the priorities of others.

We will actively explore opportunities to collaborate under the One Public Estate programme, which promotes the sharing of public sector land and buildings to improve services, reduce costs, and unlock economic value. This will involve exploring the potential for co-locating with other public services, such as healthcare, fire, and local authority services, to improve efficiency and enhance access to services for the public. This will involve working with other public sector organisations to rationalise our estate, sharing spaces where appropriate to reduce duplication and creating a more joined-up approach to service delivery, while maintaining security and safety.

We will work closely with local authorities to ensure that our estate supports local plans and priorities by holding regular meetings with local authorities to align our estate strategy with local development and regeneration initiatives. Ensuring that our estate developments contribute to contribute to broader local authority objectives, such as improving public safety, enhancing community services, and promoting environmental sustainability.

We also recognise the importance of engaging with parish and town councils, as well as resident associations, particularly where estate changes directly impact local communities. Our approach will include proactively consulting affected parties about proposed changes to the estate, ensuring they are fully aware of any developments that may affect them, ensuring that any changes to the estate support local communities and enhance public trust.

To ensure the long-term success of our estate strategy, we will:

- **Formalise Partnership Agreements:** Establish agreements with key public sector partners to ensure long-term collaboration on estate management and development.
- **Consult and inform:** Consult with interested parties on changes to the estate to ensure feedback is collated and needs of other agencies and the public are met.
- **Collaborative Working Groups:** Create working groups with key partners and stakeholders, where required to seek feedback, identify opportunities for further collaboration and address any challenges that arise.

