



Strategic Policing and Crime Board

24th October 2023

Police and Crime Plan Priority: where appropriate

Title: Estates Review

Presented by:

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Purpose of paper

1. The purpose of this paper is to provide the board with the proposal for a revised Estates Strategy for 2023.
2. This proposed strategy has been created following an assessment of estate demands to support the implementation of the new force operating model.
3. Sustained financial pressures remain a key focus and opportunities to create efficiencies within the estate feature as a priority as we reduce revenue spend to protect employee numbers. With FY24/25 shortfalls currently reported at £21m, this has inevitably led to a re-focus on the priorities for investment within this revised estates strategy.
4. Concurrently, the environmental and sustainability work continues with a number of initiatives featuring as updates within this paper. A more in-depth environmental update is tabled for Nov'23 SPCB, where the initiatives and actions to deliver a 'greener police force' will be covered.

Background

5. A comprehensive estates strategy was approved at SPCB in March 2018. Following the impact on the estate due to officer uplift numbers and the CoVid pandemic, the Chief Constable provided an update to this strategy at SPCB in September and November 2021.

6. The programme of work will continue to be driven by the force's operating model, following the overarching strategic principles and providing a fit-for-purpose estate to meet operational demand. This includes integrating more effectively with partners and providing an estate that reflects more flexible working approaches through the introduction of agile working technologies.
7. The end state solution will continue to meet these ambitions in a way that will secure a sustainable and efficient future, and support the maintenance of strong links with the local community.
8. Wherever feasible and affordable, and in line with the 2021 strategy, WMP will seek to incorporate green technologies, moving the force towards being one of the greenest in the country.

The Estates Principles

9. A series of principles were outlined within the 2021 paper that cover how the estates strategy supported the then WMP operating model. These principles have been reviewed and tested against the new 2023 operating model, and whilst there have been some changes to the 2021 recommendations, all principles are still valid and are upheld.

Principle 1	We will continue to provide locally accessible Public Contact Offices
Principle 2	Neighbourhood teams should be located in or very close to their communities. Where we can share a site with partners this should be our preferred option.
Principle 3	Our emergency response services need to be located so that they can meet our urgent requests for help.
Principle 4	We seek to create a specialist high density custody estate to improve detainee safety, efficiency and support modern services to investigate crime
Principle 5	We have resilient command and control locations (Force Contact Centres).
Principle 6	We aim to support a safe and healthy workforce.
Principle 7	We aim for a modern learning approach and estate to support this.
Principle 8	We will co locate strategic policing services with national partners where possible.
Principle 9	We require high quality estate to meet forensic regulation requirements.
Principle 10	We will seek best value when disposing of surplus estate, having tested alternative uses for unwanted sites
Principle 11	We will deliver modern, efficient, flexible, agile accommodation

Fig.1 Estates Principles

How the strategy supports the principles

10. There are many functions within WMP, and they do not align simply to specific/particular buildings; consequently, it is important to look at the principles

underpinning the operating model to understand the approach to assignment of estate.

11. Each Local Policing Area (LPA) will have a primary base (LPA HQ) and a distributed network of Neighbourhood Teams (NHTs). Other corporate functions will be located across the estate, either co-locating with (often multiple) other functions or in specific, dedicated sites.
12. There will still be 10 Public Contact Offices (PCOs) located across the West Midlands, to complement the other channels through which citizens can contact WMP, such as the force website, webchat and 101 as well as other social media applications for non-crime reporting purposes. (Principle 1)
13. WMP has a significant number of NHTs distributed across the whole of the force area. (Principle 2). The vast majority of NHTs will remain in their existing areas at the heart of the community, the key difference being that, where appropriate, we will seek to co-locate with partner or other parties to reduce the amount of costly estate that needs to be maintained (Principle 8).
14. Co-locating Neighbourhood resources with partner agencies supports greater integration and delivers operational benefits, for example: enabling joint incident attendance, road safety initiatives and joint working with representatives from other agencies such as school's liaison officers. (Principle 2)
15. The new operating model has resulted in a re-alignment of Force Response to LPA control; it is now proposed to distribute the function across the force in 19 existing locations. Site locations are covered further on in this paper (Principle 3)
16. Additional custody facilities at Stechford and Walsall have been brought online as fulltime sites, supplementing the existing custody facilities across the WMP estate. The custody facility at Coventry Central will relocate to a refurbished Willenhall Chace Avenue site in Coventry. This will be made available as the fulltime Coventry location removing the requirement for a new build facility. (Principle 4)
17. We will continue to deliver command and control functionality, however the current sites at Wednesfield, Lloyd House, Coventry and West Bromwich will centralise into one location at Park Lane. West Bromwich will remain as a resilience command and control site. The command and control centre remains as the focal point for the public to contact WMP and where resources are assigned or dispatched in response to calls for service. (Principle 5)
18. WMP is committed to the wellbeing of staff and the provision of wellbeing spaces. There is an Estate Design Standard of accommodation that ensures a safe and productive environment and has a requirement to incorporate spaces such as gyms into the force estate. The new Operating Model has suggested that number of high-quality personal use gyms will be provided within our estate
19. Principles 6, 7 and 11 recognise the need to provide modern flexible estate, which is inclusive, efficient and more economic to run, underpinned by the NWoW brand. Flexibility allows it to adapt and accommodate changes in the operating model that can't so easily be achieved by the older estate. These principles will be applied to all future refurbishments.

20. With pressure on our Ridgepoint site, we are progressing plans to relocate some services elsewhere within the WMP estate. This will allow Forensic services to ensure that growth in demand and scope for the service is addressed. (Principle 9).
21. Finally, some sites are still identified for disposal, underpinned by the outlined principles. Re-provision or co-location will be completed before the force disposes of a site, with best value always being sought by the Chief Constable to offset shortfalls within WMP budgets to protect employee numbers.
22. The disposal of any WMP property will be undertaken only after specific sign-off by the Police and Crime Commissioner, to whom decisions regarding disposals ultimately fall. This will occur only once the PCC is satisfied that opportunities for social value have been explored and police presence has been protected. (Principle 10)

Developments since 2021 strategy statement

23. On 3rd April 2023 West Midlands Police (WMP) moved to a new operating model, introducing 7 Local Policing Areas (LPAs) each under the command of a Chief Superintendent, which are now perfectly geographically aligned to the 7 Local Authority areas.
24. Each LPA Commander now has authority and control of resources to meet local needs more effectively. This means that investigations, response, offender management and neighbourhood policing come together under one local command, and are based at the same locations, enabling WMP to meet the needs of the public better through improved engagement, enhanced understanding of local priorities and flexing our resources accordingly.
25. There have been a number of restructures and realignment of some services, enabling capabilities to be aligned to the LPAs to ensure they have the skills and resources available, to meet local and organisational priorities.
26. Additional custody facilities in Stechford and Bloxwich have been re-opened, supplementing the existing custody facilities in Coventry, Perry Barr, Oldbury and Wolverhampton. Together with a consolidation of custody training provision, this provides opportunities to deploy resources more effectively and efficiently.
27. Work has begun within our custody estate to progress a number of recommendations highlighted as part of the HMICFRS review to increase the safety and comfort of detainees.
28. Changes in Force Contact will see a single co-located control room with a stand-alone resilience facility. This has been driven by the requirement to improve service to the public in respect of responding to contacts for service in a timely manner, whilst keeping the public safe by providing an effective and resilient policing response to critical and major incidents.
29. The launch of a new Synergy IT Strategy, reviewing ways of working to improve flexibility and pace when responding to calls for service and enabling our workforce with the right capabilities to deliver our service.

30. Harnessing the learning taken from the change in how we adopted a more agile working style during the CoVID pandemic, WMP have invested in more agile technologies. As a result, we are designing an estate where there are more people per desk utilising the estate more efficiently and effectively.
31. Conclusion of the initial refurbishment programme involving Low Hill, Bilston, Summerfield, Moseley and Edgbaston, all of which support multiple LPA teams and corporate functions. Notably, the flexible designs have enabled both Low Hill and Bilston to accommodate Response teams as part of the new operating model, without the need for any additional buildings investment.
32. Co-location opportunities have continued with partners including NHT teams at Oldbury relocating to Sandwell Council site Jack Judge House. Walsall Civic Centre is now a new Response location for WS LPA, working alongside existing NHTs. With further leasehold opportunities being explored within WS LPA to support NHTs from Willenhall and Aldridge.
33. All the changes outlined have undoubtedly resulted in the need to review the estate required to support the changing needs of the organisation. In many areas, the proposed estate plans set out and supported in 2018 and 2021 remain unchanged. Areas highlighted requiring change will be outlined with the associated recommendations within this paper.

The Future Force Estate – progress and recommendations

34. This section provides a summary of the planned force estate at the conclusion of the programme of works, this includes Public Contact Offices, Response locations and then a review of the estate within each LPA and HQ sites.
35. Projected delivery dates offer a guide to completion of ‘building works’ in support of future solutions and/or are the earliest a site is likely to be available for disposal.

Public Contact Offices

36. A continued provision of 10 Public Contact Offices (PCOs) is required operationally, and these are open to the public. No police building with an operational PCO will close, without first being replaced by a more efficient one locally.
37. Under the new operating model, all LPAs will retain one PCO (with four in Birmingham LPA). This model continues to provide the public with a force contact service that is accessible across all LPAs.
38. The PCO for Dudley LPA will move to the new Dudley town centre location, allowing for the closure and disposal of the Brierley Hill site which is beyond economical repair.
39. Locations for PCOs in Solihull and Sutton continue to be explored, however they will remain locally within the same geographical area, possibly within partner buildings.

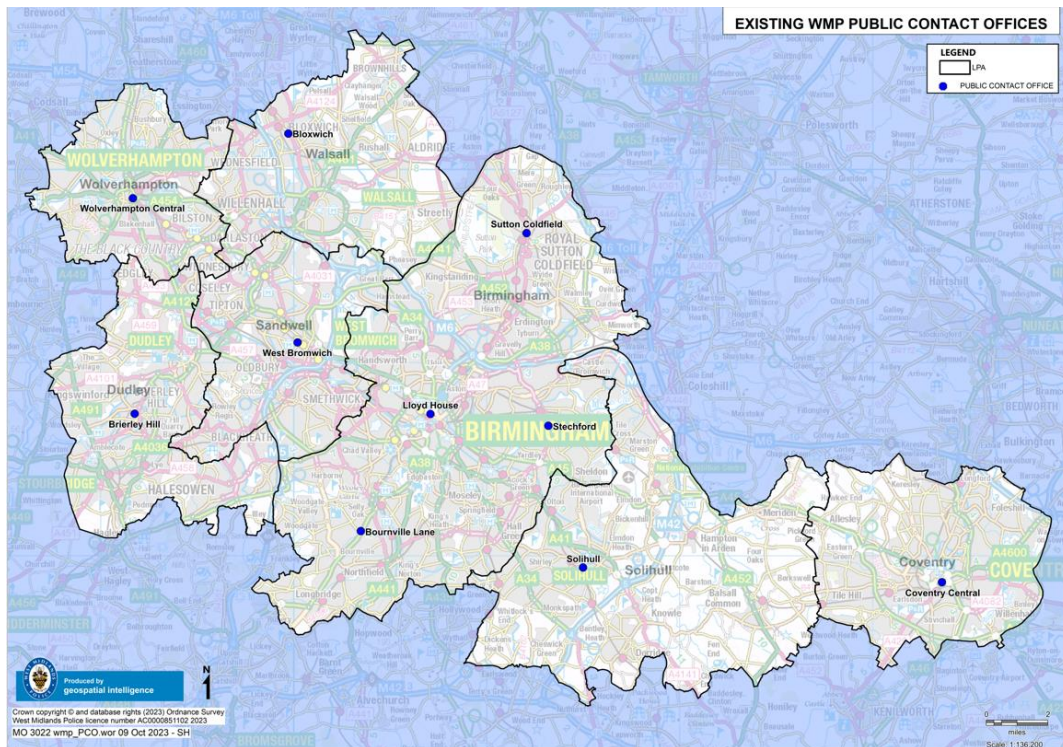


Fig. 2 Existing Public Contact Office locations

Response locations

40. The 2021 strategy recommended a revised Response estate moving from a 6-hub to an 8-hub model.
41. In support of the new operating model, and in order to meet local LPA demand more effectively, Response are now aligned to LPA control (rather than a specific central department) and are now based at 19 locations across the force estate co-located with NHTs.
42. The sites are; Wolverhampton, Low Hill, Bilston, Bloxwich, Walsall Civic Centre, West Bromwich, Smethwick, Tipton, Brierley Hill, Bournville Lane, Stechford, Park Lane, Sutton Coldfield, Solihull, Chelmsley Wood, Balsall Common, Coventry Central, Foleshill and Canley.
43. There are a small number of additional sites under consideration for Response teams across the LPA's.
44. As well as providing increased Response locations across WMP estate, there has been additional investment in laptops for Response. This greatly assists with organisational business continuity ensuring the force can continue to provide an uninterrupted service, with greater access to information for officers, providing a better service provision at the scene for victims.
45. The business understands the need to use the estate more efficiently in conjunction with a more agile workforce. Response will always require accommodation for operational briefings and kit storage, however an increase in laptops will reduce the space required for office accommodation with more of the desk-based elements of

the role being completed 'out and about' with officers working in a more agile way, reducing the need to return to the office as frequently.

46. As well as a reduction in office accommodation, there is an anticipated reduction in travel time impacting on officer's availability and great efficiencies including the use of fleet.
47. WMP are seeking to understand the benefits through a review of measures including efficiencies by officers becoming available, response improvements and reduction in technical debt such as legacy desktops following the roll out of laptops.

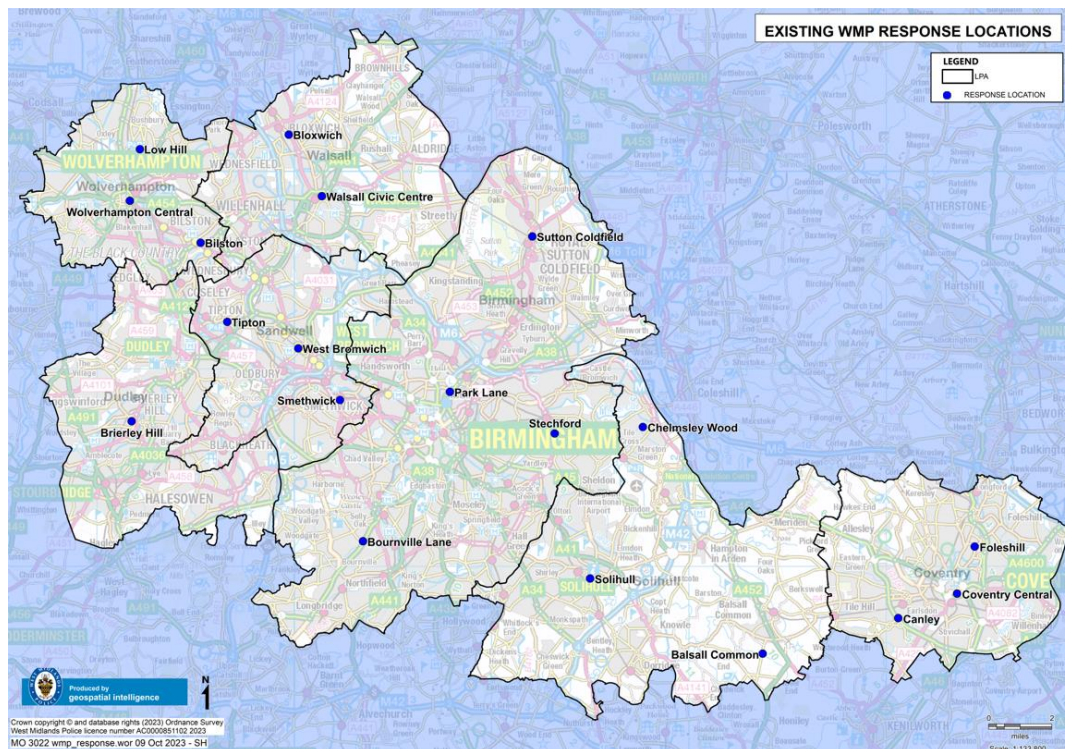


Fig. 3 Existing Response locations

Birmingham LPA

48. The new operating model has seen Birmingham East and Birmingham West previous Neighbourhood Policing Units (NPU) come together as one larger Birmingham (BH) LPA, with Stechford identified as the new BH LPA HQ. PCOs will remain at Bournville, Lloyd House and a refurbished Stechford, whilst we continue to explore a re-provision solution for Sutton.
49. Moseley has most recently been refurbished and now supports multiple NHTs. Erdington is now to be refurbished instead of a re-build as a more cost-effective approach. Edgbaston refurbishment is complete, enabling corporate functions to relocate ahead of disposal of Ladywood.
50. A review has taken place of our Newtown rebuild plans, and in order to be more financially viable the site will now be refurbished instead of being re-built. The site will support NHTs and corporate functions.

51. A change in operating model will now see Quinton undergoing a small 'make good' refurbishment before reopening, supporting multiple NHTs from Harborne. In addition, Nechells to be retained to support existing NHTs plus additional NHT from Digbeth. Retaining both Quinton and Nechells supports not only the new operating model changes, but also enables the release of surplus estate within BH LPA.
52. An options review of Acocks Green has proven to be unsustainable in terms of operating model requirements and revenue to maintain. Corporate functions will relocate to the refurbished Stechford and NHTs will relocate locally. Similarly, Kings Heath has not been identified as a site required to support the new operating model. Current BH LPA functions will relocate within the BH LPA estate ahead of the planned disposal.
53. Re-provision options locally continue to be explored for Sutton including the PCO ahead of the planned disposal.
54. Options for a more efficient building either on the existing site or within the local area are being explored for Bournville Lane which will include a PCO, NHTs, Response and existing corporate functions.
55. The retention and light-touch refurbishment of Aston, together with operating model change and new agile working, will support corporate functions enabling the disposal of Harborne.
56. Co-location solutions continue to be explored for NHTs and corporate functions from Digbeth, as we are no longer considering the option to re-build Bradford Street.

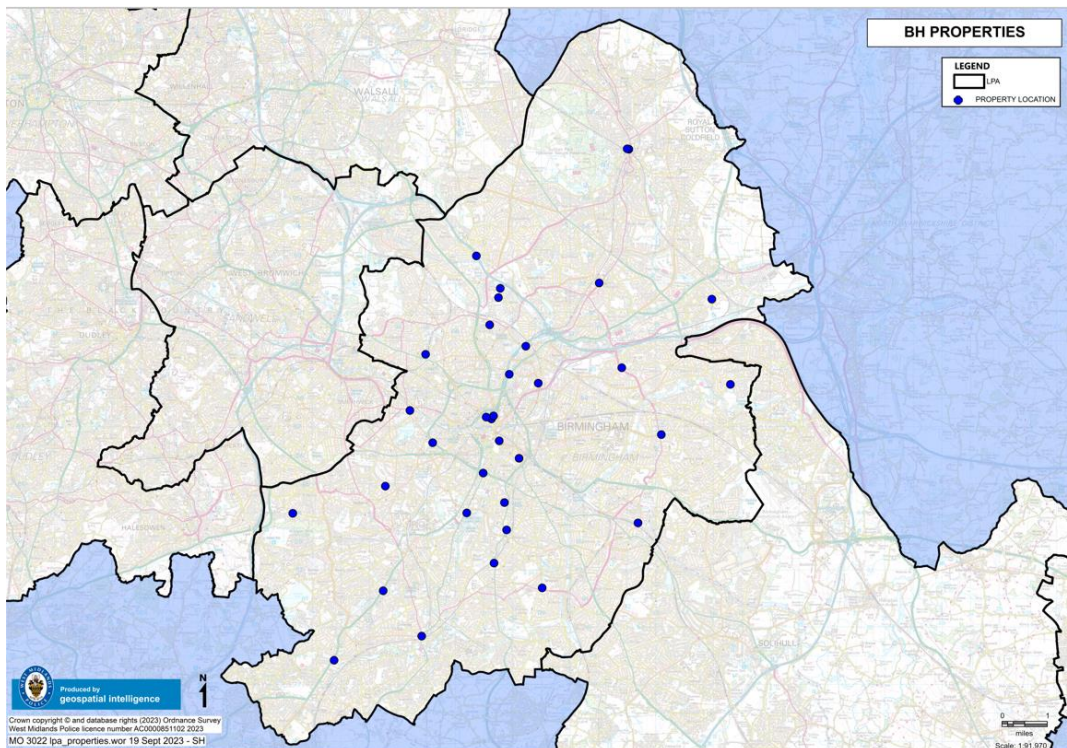


Fig. 4 Birmingham LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
BH	Acocks Green	Relocate locally & then dispose	Current corporate functions planned for Stechford post building refurbishment. NHTs will relocate locally. New operating model has not identified a requirement to retain this site	Summer'25
BH	Balsall Heath	Relocate & then dispose	Current corporate functions due to be re-located within WMP estate. New operating model has not identified a requirement to retain site	Summer'24
BH	Castle Vale	Retain	NHT co-located within partner building	
BH	Kings Heath	Relocate & then dispose	Existing functions will relocate within BH LPA estate. New operating model has not identified a requirement to retain site	Autumn'25
BH	Moseley	Retain	Previous refurbishment under 2018 Strategy supporting 4 x NHTs	
BH	Shard End	Relocate locally & then dispose	NHTs will relocate locally; all other corporate functions will relocate within WMP estate	Summer'24
BH	Stechford	Retain	Refurbishment New BH LPA HQ, multiple corporate functions, PCO, NHTs, newly re-opened Custody and Response	Winter'24
BH	Sutton Coldfield	Relocate locally & then dispose	Reprovision options locally continue to be explored to support NHTs and PCO.	Winter'25
BH	Sutton Coldfield - Anchorage Road Annexe	Relocate & then dispose	To be separated from wider site in order to enable disposal. Corporate functions to be relocated within WMP estate	Summer'24
BH	Erdington	Retain	Refurbishment Current teams to remain including NHT	Summer'25
BH	Billesley WMFRS	Retain	NHT co-located with WMFRS	
BH	Bournville Lane	Under Review	Options for a more efficient building either on the existing site or within the local area are being explored which will include a PCO	
BH	Broadway School	Retain	NHT co-located within partner building	
BH	Edgbaston	Retain	Refurbishment Completion Sep'23, corporate functions from Ladywood relocated	Autumn'23
BH	Harborne	Relocate locally & then dispose	NHTs to relocate to refurbished Quinton. Corporate functions to relocate within WMP estate	Winter'24

BH	Kings Norton WMFRS	Retain	NHT co-located with WMFRS	
BH	Northfield WMFRS	Retain	NHT co-located with WMFRS	
BH	Quinton	Retain	Make good & re-open NHTs from Harborne to relocate	Spring'24
BH	Aston (Queens Rd)	Retain	Refurbishment Continue to support existing and additional corporate functions from other planned disposals	Spring'24
BH	Central Custody	Retain	Recent New-build	
BH	Central Lock-Up (Museum)	Retain	Recent refurbishment	
BH	Digbeth	Relocate locally & then dispose	NHTs & all other corporate functions will relocate locally	Winter'24
BH	Handsworth	Relocate locally & then dispose	NHTs will relocate locally; all other teams will relocate within BH LPA estate	Spring'25
BH	Nechells	Retain	Existing 3 x NHTs, plus capacity to support 1 x NHT from Digbeth	
BH	Newtown	Retain	Refurbishment To support NHTs and Corporate functions from other planned disposals	Spring'24
BH	Steelhouse Lane	Relocate & then dispose	Corporate functions will relocate within WMP sites	Summer'24
BH	Summerfield	Retain	Previous refurbishment under 2018 Strategy. NHTs and other corporate functions	

Coventry LPA

57. Coventry city centre will retain its PCO and NHTs at a new re-provision site within the city centre, before progressing with the disposal of the existing WMP site at Little Park Street. Following the new operating model, Response will be move from one single Coventry base to three; Willenhall Chace Avenue, Canley and Foleshill.
58. The refurbishment of the Willenhall Chace Avenue main site, will become the new Coventry HQ and consolidated estate for existing NHTs, Senior Leadership Team (SLT), multiple corporate functions and a re-opened custody facility.
59. The Willenhall Chace Avenue single quarters are no longer required and will be separated from the main site before being disposed of.
60. The re-opening of refurbished Willenhall Chace Avenue custody facilities, and with the facilities at Stechford and Bloxwich now open, means the Sir Henry Parks Road

site, originally purchased for a new Eastern Custody, is no longer required and will be disposed of in due course.

61. Response and NHTs at Canley and Foleshill will relocate to partner sites, with corporate functions relocating within the wider WMP estate. Only once relocated into new premises, will both sites be disposed.
62. Bell Green remains under review whilst we continue to work with the developer for the site, exploring possible re-provision solutions for the Foleshill teams.

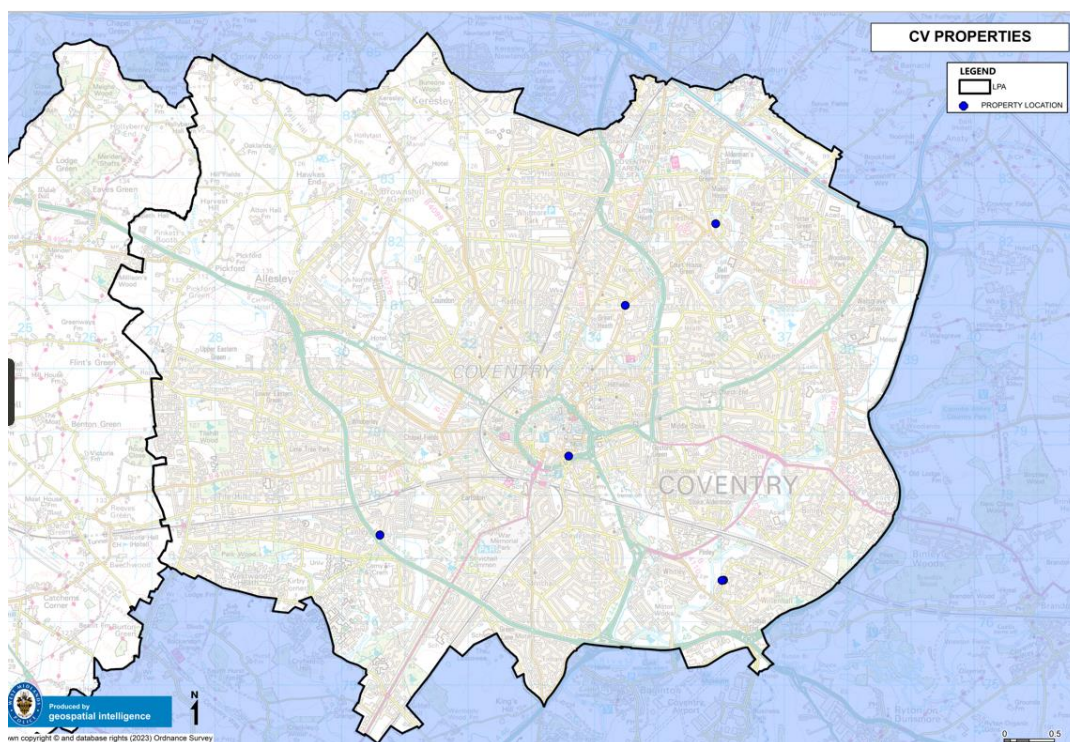


Fig. 5 Coventry LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
CV	Bell Green	Under Review	Site currently used as a NHT 'drop in'. Current leasehold site, subject to local shopping centre redevelopment.	
CV	Canley	Relocate locally & then dispose	NHTs & Response will relocate locally; all other teams will relocate within WMP estate	Autumn'24
CV	Coventry Central	Relocate within the city centre & then dispose	NHTs and PCO will relocate within the city centre; all other teams will relocate within WMP estate.	Spring'25

CV	Foleshill	Relocate locally & then dispose	NHTs & Response will relocate locally	Spring'25
CV	Willenhall, Chace Avenue	Retain	Refurbishment New Coventry LPA HQ, existing NHTs, Response, corporate functions and re-opened custody block	Summer'24
CV	Willenhall Single Quarters	Dispose	Formed part of wider Willenhall disposal plans previously. To be separated from wider site in order to enable disposal	Spring'24
CV	Sir Henry Park's Road	Dispose	New custody facility no longer required, this follows operating model changes resulting in additional custody blocks at Stechford and Bloxwich opening.	Spring'25

Dudley LPA

63. Dudley will see the delivery of a new LPA HQ in the town centre. As well as a new location for the Dudley LPA PCO, Response and corporate functions, the site will also become the new location for the Dudley NHTs, releasing leasehold accommodation nearby.
64. NHTs based at Brierley Hill and Halesowen will be relocated locally with site searches underway and any corporate functions will be relocated within the wider force estate. Only once relocated into the new premises, will both sites be disposed.
65. The NHTs for Stourbridge and Lye are currently housed at Brierley Hill. A number of options are currently under review to provide a base again within the town centre for the Stourbridge and Lye NHTs.
66. In line with the new operating model, additional Response locations remain under review within DY LPA ahead of the move to the new Dudley HQ, to ensure demands can continue to be met by the LPA.

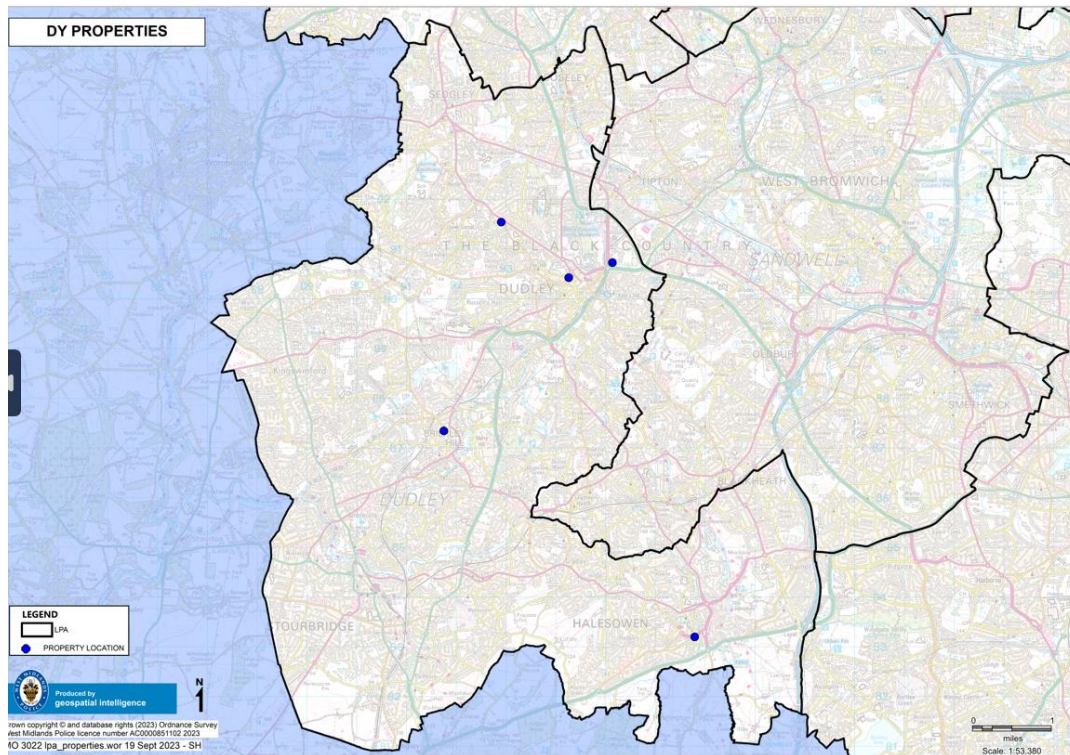


Fig. 6 Dudley LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
DY	New Dudley HQ	Acquisition - Freehold	Acquisition & refurbishment Re-provision site for Brierley Hill and new DY LPA HQ including PCO, Response, corporate functions and Dudley St James' Road NHTs.	Summer'25
DY	Brierley Hill	Relocate locally & then dispose	NHTs will relocate locally	Winter'25
DY	Dudley WMFRS (Sedgley)	Retain	NHT co-located with WMFRS	
DY	Dudley St James' Road	Serve notice & vacate leasehold property	NHTs will relocate to New Dudley HQ	Winter'25
DY	Halesowen	Relocate locally & then dispose	NHT will relocate locally; Other corporate functions will relocate within the WMP estate	Summer'24

Solihull LPA

67. The PCO, NHTs, Response, SLT and all other teams currently based at the Solihull LPA HQ site will be re-located within the town centre, preferably co-located within partner accomodation.
68. Ahead of Solihull Metropolitan Borough Council (SMBC) re-development plans, the WMP Chelmsley Wood site will be relocated locally, supporting existing Response, NHTs and corporate functions.
69. Balsall Common will be retained to support NHT and Response as part of the new operating model and continue to provide the Dog Training facilities.

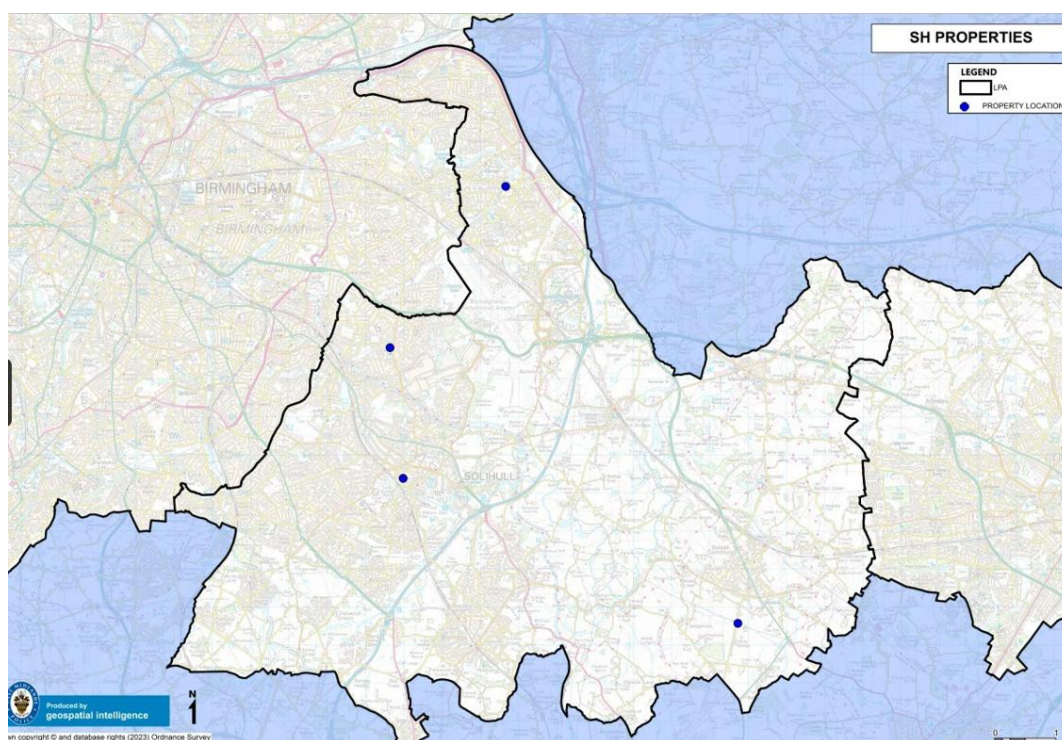


Fig. 7 Solihull LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
SH	Chelmsley Wood	Relocate locally & then dispose	Current WMP site forms part of wider SMBC development plans. Re-provision options currently being progressed. WMP will remain in current site until new site secured when NHTs, Response and corporate functions will relocate locally.	Summer'24
SH	Solihull	Relocate within the town centre & then dispose	NHT, PCO, Response, SLT and all other teams will relocate within the town centre	Winter'24
SH	Winchcombe Road	Dispose	Site no longer supports operating model	Spring'24

SH	Balsall Common	Retain	NHT, Response and Dog Training	
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Sandwell LPA

70. Smethwick will see a number of NHTs and Response relocated locally to allow the release of the current buildings, whilst corporate functions will be relocated within the WMP estate.
71. Tipton is now to be retained, this follows the introduction of Response and additional corporate functions as part of the new operating model changes.
72. Windmill House and Oldbury remain as disposals with the current corporate functions to be relocated elsewhere within the estate.
73. The LPA HQ in West Bromwich will undergo a light touch refurbishment, retaining its PCO and supporting the relocation of corporate functions from planned SW LPA disposal sites.

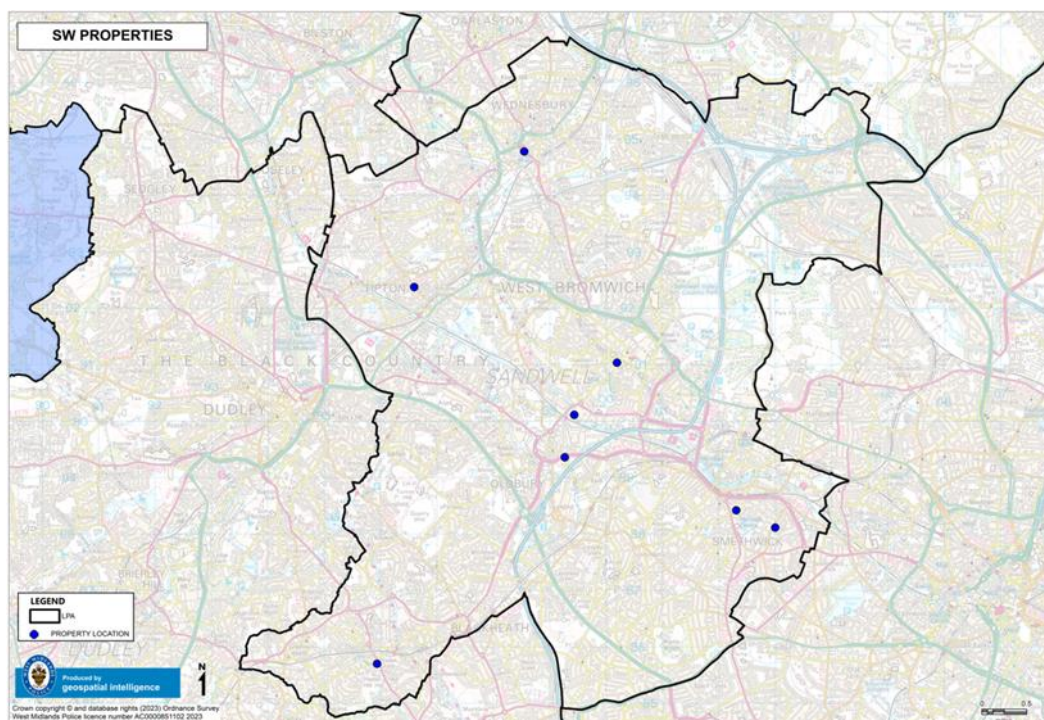


Fig. 8 Sandwell LPA

LPA	Site	Proposed	Details	Projected delivery date (not before)
SW	Haden Cross WMFRS	Retain	NHTs co-located with WMFRS	
SW	Oldbury	Relocate locally & then dispose	NHTs co-located with Sandwell Council; corporate functions will relocate within WMP estate	Spring'25

SW	Smethwick	Relocate locally & then dispose	NHT and Response will relocate locally; corporate functions will relocate within WMP estate	Winter'24
SW	Tipton	Retain	NHTs, Response and multiple corporate functions as part of new operating model	
SW	Wednesbury	Relocate locally & then dispose	NHT will relocate locally; other teams will relocate within the WMP estate	Winter'25
SW	West Bromwich	Retain	Light touch refurbishment Multiple corporate functions, PCO, NHTs and Response.	Spring'25
SW	Western Custody	Retain	Recent New build	
SW	Windmill House	Relocate & then dispose	Multiple corporate functions will relocate within WMP estate	Summer'24

Walsall LPA

74. Bloxwich remains as the WS LPA HQ with a PCO and newly re-opened custody facility. Following the new operating model changes, there is now a Response base integrated with the existing NHTs at our Walsall Civic Centre partnership building.
75. The sites at Aldridge and Willenhall are planned for disposal but only after suitable local accommodation is found for the NHTs.

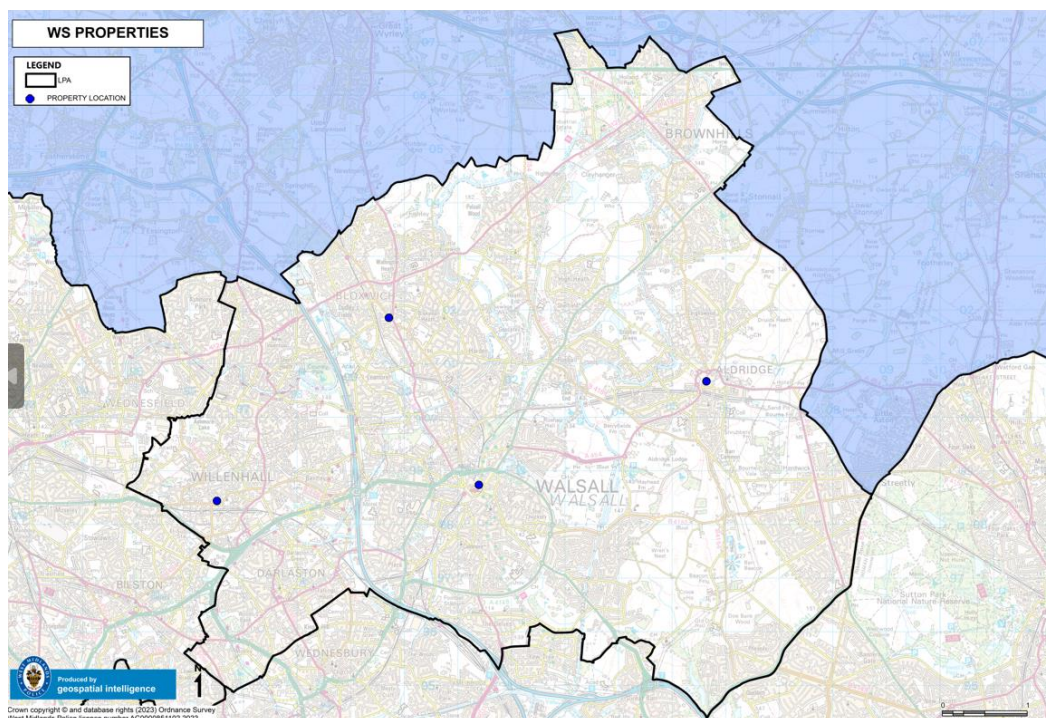


Fig. 9 Walsall LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
WS	Aldridge	Relocate locally & then dispose	NHTs will relocate locally	Summer'24
WS	Bloxwich	Retain	Recently refurbished WS LPA HQ with multiple corporate functions including Response, PCO, Custody and NHTs	
WS	Walsall Civic Centre	Retain	NHTs and newly relocated Response co-located in Partnership building following operating model changes.	
WS	Willenhall Walsall	Relocate locally & then dispose	NHTs will relocate locally	Spring'24

Wolverhampton LPA

76. Wolverhampton Central remains the HQ for Wolverhampton LPA and will undergo refurbishment. The site will continue to provide a PCO and custody facility, in addition to supporting the relocation of multiple corporate functions from Wednesfield.
77. A relocation solution will be secured for the NHTs locally within Wednesfield ahead of the planned disposal of the WMP Wednesfield site.
78. Both Bilston and Low Hill have recently undergone refurbishment and now provide an integrated NHT and Response location for the LPA. This is in addition to Wolverhampton central.

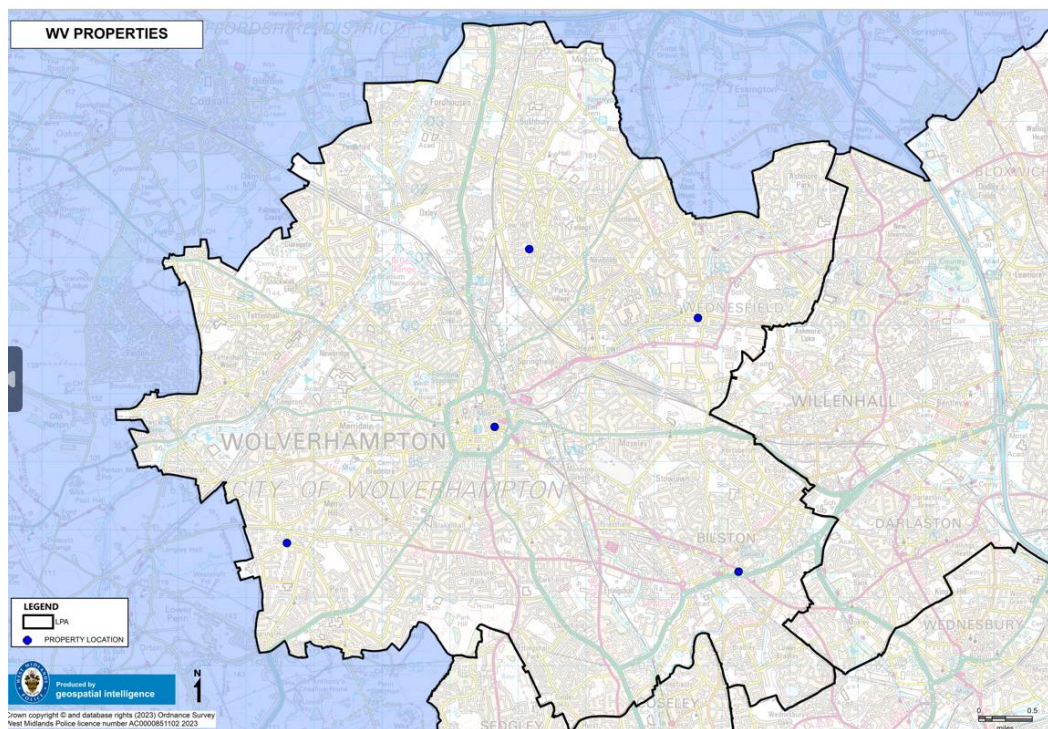


Fig. 10 Wolverhampton LPA

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
WV	Bilston	Retain	Recent refurbishment NHTs, Response and corporate functions	
WV	Low Hill	Retain	Recent refurbishment NHTs and Response	
WV	Pennwood Court	Serve notice & vacate at lease expiry	Site no longer supports operating model	Winter'23
WV	Wednesfield	Relocate locally & then dispose	NHTs will relocate locally; all other corporate functions will relocate within WMP estate	Winter'24
WV	Wolverhampton Central	Retain	Refurbishment WV LPA HQ, multiple corporate functions, PCO, Custody, NHTs and Response	Winter'24

HQ sites

79. There are a number of sites holding multiple or specialist 'corporate' functions; most of these sites will remain 'as is'.

80. To support the new operating model, the recently refurbished Park Lane will support a centralised Force Contact Call Centre, growth within Response and other corporate functions.
81. In order to enable the disposal of Ladywood and Oldbury, Ridgepoint House will undergo a light touch refurbishment, enabling the relocation of additional Forensic teams.
82. Corporate functions at Bradford Street will be re-provided elsewhere following changes in the new operating model. This enables the disposal of the site, along with Ladywood following the relocation of corporate functions elsewhere within existing and newly refurbished WMP estate.
83. Opportunities to increase occupational density within Lloyd House are being explored alongside a new Agile Working Policy. This will support additional corporate functions whilst enabling the disposal of BH LPA properties.
84. As part of providing a centralised and more efficient learning capability, Cosford and Tally Ho are under review.

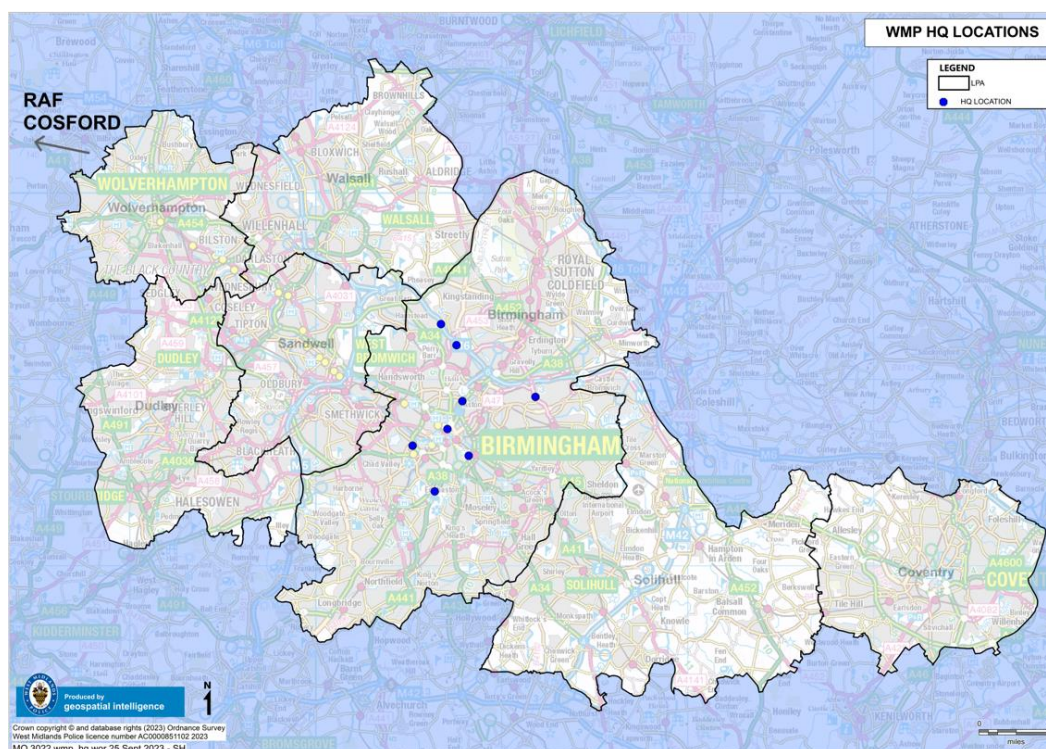


Fig. 11 HQ

LPA	Site	Proposed outcome	Details	Projected delivery date (not before)
HQ	Bradford Street	Relocate & then Dispose	Corporate functions will relocate within WMP estate	Summer'25
HQ	CMPG Perry Barr	Retain	No change	

HQ	Ladywood	Relocate & then Dispose	Corporate functions will relocate to WMP estate	Spring'25
HQ	Lloyd House	Retain pending the outcome of a review	Opportunities to increase occupational density to support disposals within BH LPA are being explored. Multiple corporate functions, BW LPA and PCO.	
HQ	Logistics Centre	Retain	No change Multiple corporate functions	
HQ	Park Lane	Retain	Multiple corporate functions including Event Control, Firearms, Response and a newly centralised Force Contact Call Centre	
HQ	Cosford	Under Review	Tactical Training Centre Under review as part of new operating model and proposed centralised learning hub	
HQ	Ridgepoint House	Retain	Light touch refurbishment Multiple corporate functions	Winter'24
HQ	Tally Ho	Under Review	Training College Under review as part of new operating model and proposed centralised learning hub	

Delivering a greener estate

85. Further to the 2021 paper where a number of “green initiatives” were outlined, we can confirm the following projects have been successfully completed:

- a. Additional installation of Photo-Voltaic (PV) arrays at Park Lane, Moseley, CMPG and Bloxwich
- b. Installation of LED lighting at Park Lane, Logistics Centre, Lock-Up Museum, Moseley, Low Hill, Bilston, Summerfield and Edgbaston
- c. At another major site we are in the process of converting to LED lighting
- d. Installation of electrically heated hot water at the Logistics Centre
- e. New highly insulated roofs have been fitted at Stechford, Edgbaston and the Tally-Ho single-storey building. Salix grants were applied for and awarded for two of these three projects
- f. Our onsite network of Electric Vehicle (EV) charging facilities has been increased with the additional installation at the recently refurbished sites of Moseley, Low Hill, Bilston, Summerfield and Edgbaston. These cater for the ever-increasing fleet of Livered Neighbourhood EVs.

86. We will continue to identify opportunities for additional energy efficiency with the next wave of refurbishment projects and maintained BAU estate. This will be in line with the 2022-27 Environmental Strategy, which will be further supported by the Carbon Trust's commission to establish a Greenhouse Gas Emission baseline and roadmap for net zero by 2035.

Energy Efficiency

87. Up-to-date display energy certificates (DECs) are available for the ten buildings open to the public; i.e. where we have a Public Contact Office (PCO). Given the significant on-site generation of electricity, we are in the process of expanding the DEC list to include the two new custody blocks. We are also considering other sites where we have PV arrays installed.

88. Accurate and complete energy consumption data is something we are actively seeking to improve upon. Following a 12 month utility bill consolidation exercise carried out July 2022-July 2023 [by Axiom on a 'gain share' basis], we have taken steps to correct some issues with the accuracy of our energy consumption data such as oversupply of power, incorrect meter readings and inaccurate address listings.
89. Support from an external energy management bureau service commences from 1 October 2023 which will build on these improvements proactively with further consumption data accuracy and accessibility, as well as providing efficiencies in billing and immediate identification of any issues with supply and usage.

Energy Resilience

Replacement of Carbon Fuels with Green

90. None of our sites are all electric, and therefore do all do use carbon fuels. Some sites use electricity for all or most of their building heating, but retain gas for hot water heating.
91. Conversion of gas heating to electric forms of heating (e.g. air-source heat pumps) may be cost prohibitive. Salix-funded decarbonisation plans have been commissioned for four of our buildings. These indicate that replacement air-sourced heat pumps will be 3 – 4 times more capital expensive than replacement gas boilers.
92. If the future differential between gas and electricity is what it has been historically, then they will give a negative return on investment. However, there is scope for reducing our carbon footprint by reducing heat loss through the building fabric. Improving insulation gives a much better return on investment, but by itself won't make buildings carbon free.

Energy Resilience to Supply Disruptions

93. All significant sites have back-up generators to support key operations, or in the case of key sites, the entire site. Critical sites have reserve generators, so if one fails there is still sufficient capacity to support the whole building.
94. Generator fuel bunkering varies across the estate, but all newer buildings have fuel for at least 72hrs running at full load. All generators will auto-start on grid loss and key sites and services have uninterruptable power supplies (UPS) using batteries to provide instantaneous support until generators start. Full power loss tests are performed annually on each site to prove the robustness of the systems.
95. There is in general no back-up for gas supplies. If gas is lost buildings will get cold and hot water will disappear until it is restored. The only exception is the two new custody blocks, which have provision to run the gas boilers on fuel oil.
96. A small number of older sites have couplings in their heating systems to allow a portable oil-fired boiler to be plugged in. This is primarily to protect against boiler failure, but would also protect against gas loss. Strategic reserves of fleet fuel are held at Park Lane and CMPG @ Thornbridge Avenue. There is sufficient for 20 days normal use.

Energy Resilience to Increase Demand

97. There are two components to this. (1) the size of our internal 'conductive pipes' and (2) the size of the distribution operator's 'conductive pipes' beyond the fence. To

date, internal circuit capacity has been sufficient and on most sites there is spare capacity, though some projects (e.g. C3) have required additional substations to be installed on our land.

98. The expansion of EV charging or adoption of electric building heating are the factors most likely to cause future internal demand to exceed capacity. Although not without major financial investment, internal capacity can be increased, but for some situations where high demand is only intermittent it may be that battery technology provides an alternative way of managing load.
99. External network capacity has already become an occasional constraint. Moseley has less EV chargers installed than we would have wished, as the network operator could not increase the supply to the site.

Financial Implications

100. The revised strategy will achieve capital receipts of c£65m from the proposed site disposal programme, and the elimination of backlog maintenance exposure at those sites of c£19m.
101. Due to a revised approach to a number of schemes, the new strategy reduces the level of capital investment by c£90m to c£46m supported by £13m of one-off revenue costs.
102. The planned enhancements at the remaining sites will also address their backlog maintenance issues currently estimated to be c£3m.
103. There will be an ongoing reduction to revenue expenditure of £6m, this is as a result of lower running costs for the estate coupled with reduced borrowing to fund the programme.
104. These changes have been fully evaluated financially and are included in the updated Medium Term Financial Plan, which has a specific section covering the estate investment.
105. The programme will be funded from a combination of capital receipts (site disposals), earmarked reserves and additional borrowing as required. The latter will only be necessary in the event of phasing between costs incurred to deliver the strategy and these receipts. Decisions on any required borrowing will be made in line with the Treasury management strategy, which is annually approved by the Joint Audit Committee and timed to achieve the lowest rate available.

Legal Implications

106. Schedule 1, paragraph 14, sub-section 1 of Police Reform and Social Responsibility Act 2011 provides for the PCC to do anything, which includes by virtue of sub-section 2(b) acquiring and disposing of property including land.

107. In accordance with the Policing Protocol, while decisions relating to the operational use of a police premises rest with the Chief Constable and those under his or her direction and control, decisions relating to the disposal of assets held by the Police and Crime Commissioner rest with the Police and Crime Commissioner.

Equality Implications

108. A full EQIA assessment has been prepared and approved at programme level. Additionally, equality assessments are built into the planning cycles of the individual projects.

Recommendations

109. The board is asked to note and endorse the revised estates strategy as set out in this paper.