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# Nottinghamshire Police Estates Strategy 2022-2026





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# Foreword



**Caroline Henry**  
**Nottinghamshire Police and Crime**  
**Commissioner**

As Police and Crime Commissioner, I own the policing estate and therefore have a strategic responsibility to ensure that our buildings and assets are used to best effect. This will ensure that Nottinghamshire Police's operational bases remain fit for purpose, fit for the future and fit for the people of Nottinghamshire.

This Estates Strategy sets out a glide path for ensuring that we make best use of our resources. It means having the right facilities in the right place to maximise our effectiveness and accessibility.

Police operations are wide ranging and accordingly, we need a variety of physical assets. Some of these will need to be easily accessible to the public so that we can prevent crime, respond efficiently and effectively to the needs of our communities and provide the support they need to feel safe.

As an elected representative of the public, it is my duty to make sure that in the use of our estate, we can consistently demonstrate value for money in use of taxpayers' contributions. This requires us to be forward thinking, plan over a longer term, and to make investments or savings where appropriate.

This Strategy provides us with opportunities to reduce our carbon footprint and become more energy efficient, and to build our collaborations with partner agencies to provide first-class working environments for our officers and staff to do the best job possible as they serve the people of Nottinghamshire.

Making smarter use of our estates and investing strategically in the right areas is interconnected with other critical infrastructure such as information technology, fleet and people.

Using our Estate to best effect will mean that, in future years, we can keep investing in and growing our most important asset - our People - as we continue to deliver our ambitious programme of commitments to Make Notts Safe.



**Craig Guildford**  
**Nottinghamshire Police**  
**Chief Constable**

This new Estates Strategy builds upon the existing Strategy which has seen a transformation of the estate by disposing of over large, high running cost and in most cases, ageing Police Stations and other buildings and replacing them with lower cost, more suitable partnership buildings.

This has resulted in reduced running costs to enable greater investment in front line policing and capital receipts to invest in improvements to the estate and new buildings such as the recently completed Nottingham Custody Centre and new joint Headquarters, building on our partnership with Nottinghamshire Fire and Rescue Service.

We will continue to seek to ensure maximum utilisation of the estate and meet the challenges of increasing Officer numbers without expanding or increasing the overheads of the estate. This requires our estate to be flexible and adaptive to changing needs and the Strategy aims to deliver agile, safe, flexible and accessible buildings where they are needed and in a way that focusses upon the wider public service ethos.

The Strategy also recognises the need for the estate to be more energy efficient and green in order to reduce carbon emissions, help to combat climate change and address the increasing challenge of energy cost increases.

# 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 and organisational objectives. 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 and Facilities 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 the People Strategy, Fleet Strategy and Digital Business Strategy.

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

# Context



The Nottinghamshire Police and Crime Commissioner's estate currently consists of 34 main sites (excluding 1 vacant site which is in the process of being disposed of), together with 14 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 Ollerton and Bulwell.

The main sites currently total 52,393 square metres (excluding the vacant site), with the largest site being the multi-building campus style Force Headquarters (Sherwood Lodge), which extends to a total of 15,211 square metres including the newly completed building enabling the creation of a joint Police and Fire HQ at Sherwood Lodge. 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. 15 of the sites (44%) are freehold and 19 (56%) are leasehold. The percentage of leasehold buildings has been gradually increasing as older, inefficient and expensive to run/maintain operational buildings have been replaced by smaller, more efficient and modern, partnership buildings.

The estate currently costs £5.75 million each year to run (net), but this has been steadily decreasing in real terms with the implementation of an estates rationalisation programme over the last 5 years .

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:

- Operation Uplift has seen an increase of 359 in Police Officer numbers. This followed on from the previous period of austerity where numbers had fallen and the estate reduced in size due to falling accommodation requirements and the need to reduce the cost of the estate. As Police Officer numbers rise, there is an increasing challenge to ensure that the estate remains suitable and can accommodate the additional numbers;
- The above requirement is balanced by the workforce 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. The experience throughout the Covid-19 pandemic has increased the pace of rollout of mobile devices and increased the use of Microsoft Teams and other video conferencing facilities for meetings, reducing the reliance on Officers and staff being physically present in a meeting room;
- 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 planning is being undertaken for further collaboration with Fire and Ambulance services. Increased collaboration and interoperability with other forces, partners or blue light agencies is essential in order to provide specialist 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. The UK Government has set a target of net zero carbon by 2050. Consideration will need to be given as to how the Police estate will meet this target and the investment that will be required to enable this target to be achieved; 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 ?

## Making Notts Safe

### Police and Crime Plan Priorities 2021-2025:

**Preventing** crime and  
protecting people from  
harm

**Responding** efficiently  
and effectively to  
community needs

**Supporting** victims and  
survivors, witnesses and  
communities to be safe  
and feel safe

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

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



# Links to Key Strategies

## People Strategy

The People Strategy sets out 7 Strategic Priorities, as follows:-

- Employer of Choice
- Diversity & Inclusion
- Health & Wellbeing
- Intelligence Led Workforce Plan
- Improve Service Delivery
- Leadership & Development
- Health & Safety

In order to be an Employer of Choice, Nottinghamshire Police will need to provide good quality, suitable accommodation for Officers and staff to work from, providing excellent facilities and a pleasant working environment.

To meet the Priority of Diversity & Inclusion, the needs of all staff must be taken into account and our buildings will need to include a variety of facilities to meet diverse needs.

Health & Wellbeing and Health & Safety are critical to any organisation and will require both the provision of a safe working environment but also appropriate facilities to promote health and wellbeing.

The People Strategy will be taken into account in all decisions relating to changes to existing accommodation and provision of new accommodation in order to support the Strategy and help achieve the Strategic Priorities.

## Fleet Strategy

Following the termination of the former PFI Contract for the provision and maintenance of Force vehicles, the Workshop at Chilwell has been purchased by the Commissioner and Force vehicles are now maintained in house. This facility will need to be well maintained in order to ensure the continuity of the vehicle repair and maintenance service.

Adequate provision will also need to be made for vehicle parking as well as bunkered fuel and vehicle washing at appropriate sites across the City and County including the continuation of sharing of bunkered fuel and vehicle wash facilities on Nottinghamshire Fire and Rescue Service sites.

The Fleet Strategy envisages an increase in the number of electric vehicles across the Fleet and this will require the planning and provision of adequate electric charging points in advance of the acquisition of additional electric vehicles. This will involve the assessment of the capacity of electricity availability at each relevant site and the scoping/assessment of the feasibility/costs of increasing that capacity if required. This will feed into future Capital Programmes to ensure that the necessary electric charging points can be put in place in a timely fashion to facilitate the incremental electrification of the fleet.

# Links to Key Strategies (cont.)

## Digital Business Strategy

The Digital Business Strategy includes a number of Digital Goals which include the following which are relevant to the Estates Strategy:-

- Enabling the Workforce
- Cloud Adoption

To enable the workforce, the Strategy commits to provide our workforce with flexibility about how and where they work, enabled by innovative technology, working practices and new workspaces, supporting work to become something that can be done in a wider range of settings and at various times to meet business needs.

The Strategy recognises that during the pandemic and consequent lockdowns, we have identified that we can use our physical estate differently and in a way which supports the aims of the Estates Strategy to make maximum utilisation of a reducing estate and enable cost reduction. The roll out of mobile devices also assists front line Officers and staff to spend more time in the community and less time within police buildings and provides greater efficiency.

The Digital Business Strategy includes an increasing move from on premise server room storage to cloud storage. On premise server rooms take up valuable space and require high levels of air conditioning which is costly, especially with the recent significant increases in electricity costs, in addition to equipment maintenance costs. This goal will also support the aims of the Estates Strategy.

# What has been Achieved to Date?

In supporting the Police and Crime Plan and as part of the 2017-2021 Estates Strategy, many significant achievements have already been made which have transformed the estate, disposing of over large, high running cost and in most cases ageing Police Stations and other buildings and replacing them with lower cost, more suitable partnership buildings. This has included:

- The sale of unsuitable Police Stations including Arnold, Bingham, Carlton, Cotgrave, Eastwood, Mansfield Woodhouse, Sutton in Ashfield, Worksop and West Bridgford, together with the former Bridewell Custody Suite, former Police Houses at Ollerton, a surplus office building at Mansfield and surplus land at Eastwood. The sale of Hucknall Police Station has also been agreed which will increase the total capital receipt from these sales to approximately £13.25m.
- The setting up of Partnership Hubs with local authority or Blue Light partners at Arnold, Carlton, Cotgrave, Eastwood, Kirkby and Worksop.
- The release of surplus leasehold buildings at East Leake, Hucknall, Selston, Trowell and Tuxford.
- The construction of a new 50 cell Custody suite in Nottingham to replace the poor quality, unsuitable Bridewell Custody Suite.
- The construction of a new building on the Force HQ site (Sherwood Lodge) to enable the formation of a joint HQ with Nottinghamshire Fire and Rescue Service and to provide a new Control Room, Training Centre, Silver Suite, Casualty Bureau, Conference facilities, Canteen, Gym and Sports facilities.
- Delivery of a number of energy reduction initiatives including energy efficient lighting schemes, PV panels and biomass boilers.





# Estate Delivery Plan Objectives

The following Objectives will underpin the provision and management of the Estate going forwards. Estate decisions will be measured against these Objectives:

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"> <li>Continued review of the estate to meet operational needs</li> </ul>
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"> <li>Reduction in floor area of the estate</li> <li>Reduction in running costs for the estate</li> </ul>
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"> <li>Improved utilisation of police premises</li> <li>Reduction of workstations in line with Digital Business Strategy and occupational standards</li> <li>Implementation of agile working practices across the estate</li> </ul>
Design and locate buildings that are fit for purpose and relevant to the support of operational policing.	<ul style="list-style-type: none"> <li>Identification of required locations for police buildings and neighbourhood offices</li> <li>Agreement of buildings specification</li> <li>Production of options appraisal for delivery of appropriate facilities</li> <li>Co-location and new location opportunities reviewed</li> <li>Reduced operating costs</li> </ul>
Ensure buildings meet all Health and Safety requirements and security standards.	<ul style="list-style-type: none"> <li>Carry out and act upon health and safety inspections across the Force estate</li> <li>Carry out and act upon security audits across the Force estate</li> </ul>
Reduce the operating cost of the estate.	<ul style="list-style-type: none"> <li>Improved Display Energy Certificate scores</li> <li>Full profile of energy consumption for every building</li> <li>Reduced cost per m<sup>2</sup> for facilities management services</li> <li>Improved performance on national benchmarking reports</li> </ul>
Self-generate funds to improve and enhance the estate.	<ul style="list-style-type: none"> <li>Sale of land/buildings as per forecast</li> <li>Maximum sale value achieved</li> <li>Seek further income generating opportunities</li> </ul>

# 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:-

- Delivery of the implementation of the Joint Police and Fire and Rescue Service HQ at Sherwood Lodge in early 2022, facilitating the move of Fire and Rescue from their current HQ and the OPCC from Arnot Hill House.
- Consideration of options for further collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service. Proposals are currently being considered at Newark and Ollerton.
- Review the utilisation of the overly large Newark Police Station and seek to set up a Partnership Hub with East Midlands Ambulance Service and other partners, as appropriate, to ensure maximum utilisation of the asset.
- Prepare for the expiry of the PFI Contract at Riverside Police Station in February, 2027, making alternative plans and arrangements for Officers and staff and ensuring that utilisation and income from the site is maximised during this period.
- Review the usage of Police sites to seek to identify any surplus land for sale and development.
- Construction of a new Adult Sexual Abuse Referral Centre in order to ensure that Forensic Regulator Standards are met.
- Support improvements to the current Paediatric SARC to ensure that appropriate Video Recorded Interview Facilities are in place.
- Review of Clifton Police Station to ensure that it is fit for purpose and sufficient to accommodate Officers necessary to police the significant housing developments planned on land south of Clifton.
- Review of Nottingham City Integrated Offender Management accommodation.
- Conversion of the Northern Control Room for IT training and to provide back up Control Room facilities.
- Undertake improvements to lower ground floor areas of Oxclose Lane Police Station.
- Undertake improvements to Radford Road Police Station including internal refurbishment works and new windows.
- Continue the roll out of Smart LED lighting.
- Produce plans to continue to reduce carbon emissions with a target of net carbon zero by 2050 and develop further appropriate schemes. This work will commence with a re-baselining of carbon emissions for the estate following the completion of the new Joint HQ building, the new Nottingham Custody Suite and the rest of the changes following the implementation of the previous Estates Strategy. This work will also need to link to the Fleet Strategy to ensure that total carbon emissions are taken into account.

# 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 have been undertaken and these have informed a planned maintenance programme which will be implemented from revenue and capital funding. Where significant building improvements are required, capital funding has been requested. 30 year replacement plans are also being produced.

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 2022/23 or beyond. Schemes currently funded within the 2021/22 capital programme and being undertaken within that year, have not been included.

Location	Project	£000
Broxtowe	Boiler Replacement	13
Newark	Car Park Alterations	225
Various	Cooling and Ventilation	200
FHQ	Convert Stores to Offices	500
Various	Condition Survey Works	8144
Various	Custody Improvements	833
Various	Environmental Improvements (Climate Change)	1000
Radford Road	Fire Alarm Replacement	50
Phoenix House	Flooring and Decoration	150
Various	General refurbishments incl. decoration and carpets	1101
Phoenix House	Lighting and Window Replacement	360
Newark	Refurbish Toilets	85
Radford Road	Roof, Windows and Internal Refurbishment	1200
Newark	Video Recorded Interview Suite	75
FHQ	Water Pipe Replacement	200



# 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, she 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:

- **Accountability Board** – chaired by the Police and Crime Commissioner and attended by Chief Constable, OPCC Chief Executive, Deputy Chief Constable, OPCC Head of Strategy and Performance and Executive Assistant, Assistant Chief Constable (as required), with responsibility for receiving and formalising the approval of PCC decisions on Estate Business Cases, and monitoring progress against the Estates Strategy.
- **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.
- **Strategic Futures 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.
- **Tactical Futures Board** — chaired by an Assistant Chief Constable and attended by Departmental Heads and other senior representatives of the Force, with the responsibility for determining the operational requirement, identifying priority works and managing risk. This Board also oversees progress and drives the implementation of key projects and of the Estates Strategy.





# Appendix - Nottinghamshire Police Buildings

Name	Postcode	Area	Comments
Arnold (Jubilee House)	NG5 6LU	181m <sup>2</sup>	Leasehold
Arnot Hill House (OPCC)	NG5 6LU	350m <sup>2</sup>	Leasehold (to be vacated in May 2022)
Arrow Centre	NG15 8AY	992m <sup>2</sup>	Freehold
Beeston	NG9 1BA	380m <sup>2</sup>	Leasehold
Broxtowe	NG8 6GN	322m <sup>2</sup>	Freehold
Bulwell	NG6 8NA	471m <sup>2</sup>	Freehold
Byron House	NG1 6HS	1,205m <sup>2</sup>	Leasehold
Carlton (EMAS)	NG4 3AY	161m <sup>2</sup>	Leasehold
Castle Quay	NG7 1FW	202m <sup>2</sup>	Leasehold
Chilwell Workshops	NG9 6DH	1,311m <sup>2</sup>	Freehold
Clifton	NG11 9DN	226m <sup>2</sup>	Leasehold
Cotgrave	NG12 3UQ	171m <sup>2</sup>	Leasehold
Eastwood	NG16 3NP	134m <sup>2</sup>	Leasehold
Firing Range	NG14 6AY	153m <sup>2</sup>	Leasehold
Harworth	DN11 8JP	140m <sup>2</sup>	Leasehold
Hucknall	NG15 7LE	2,565m <sup>2</sup>	Freehold (vacant and being sold)
Hucknall (EMAS)	NG15 6EP	190m <sup>2</sup>	Leasehold
Kirkby	NG17 8DA	355m <sup>2</sup>	Leasehold
Mansfield	NG18 2HQ	5,527m <sup>2</sup>	Freehold

Name	Postcode	Area	Comments
Newark	NG24 1LJ	2,171m <sup>2</sup>	Freehold
Nottingham Custody Suite	NG7 7NG	4,640m <sup>2</sup>	Freehold
Ollerton	NG22 9QZ	1,179m <sup>2</sup>	Freehold
Oxclose Lane	NG5 6FZ	2,995m <sup>2</sup>	Freehold
Phoenix House	NG18 2HZ	5,604m <sup>2</sup>	Leasehold
Radford Road	NG7 5GX	2,460m <sup>2</sup>	Freehold
Retford	DN22 6QD	142m <sup>2</sup>	Leasehold
Riverside	NG2 1RZ	1,578m <sup>2</sup>	Leasehold (PFI)
Sherwood Lodge	NG5 8PP	15,211m <sup>2</sup>	Freehold
Sneinton (Dales Centre)	NG2 4HG	57m <sup>2</sup>	Leasehold
St. Ann's	NG3 3HR	1,284m <sup>2</sup>	Freehold
Sutton	NG17 1AE	925m <sup>2</sup>	Freehold
Tom Ball Hall	NG5 6FZ	904m <sup>2</sup>	Freehold
Topaz Centre	NG5 6FZ	186m <sup>2</sup>	Freehold
West Bridgford (Fire)	NG2 7FA	216m <sup>2</sup>	Leasehold
Worksop	S80 2AL	370m <sup>2</sup>	Leasehold

# 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	London Road Fire Station (Meadows)
Carlton Front Counter (Fire Station)	Misterton Library
Carlton in Lindrick Village Hall	QMC Nottingham
East Leake Fire Station	Rainworth Village Hall
Farndon Village Hall	Selston Parish Hall
Nuthall Temple Centre	Southwell Town Council
Kimberley Town Hall	Warsop Town Hall

**Total Neighbourhood Offices - 14**