

CAMBRIDGESHIRE CONSTABULARY

ACCOMMODATION STRATEGY

2020

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1. Executive Summary

1.1 The accommodation requirements of the Constabulary have previously been incorporated into the Estates Strategy of 2008 and the 2016 Estate Plan. Moving forward the Constabulary will hold an Accommodation Strategy which will help inform and shape the PCC's Estate Strategy.

1.2 The Constabulary occupies an ageing estate with only 7% of the assets constructed post 2000. The majority of the estate (55%) was built between 1966 and 2000.

Building Age



■ A: Pre 1921 ■ B: 1921-1945 ■ C: 1946-1965
 ■ D: 1966-1975 ■ E: 1976-2000 ■ F: Post 2000
 ■ Unclassified

Age	Sites	Site %	GIA	GIA %
A: Pre 1921	-	0%	-	-
B: 1921-1945	2	9%	2,524 sqm	7%
C: 1946-1965	3	14%	5,729 sqm	15%
D: 1966-1975	5	23%	18,955 sqm	51%
E: 1976-2000	7	32%	6,877 sqm	18%
F: Post 2000	4	18%	2,448 sqm	7%
Unclassified	1	5%	788 sqm	2%

Many of the properties provide poor working conditions with significant refurbishment required, which is a challenge in the context of minimal capital grant funding from government available to the Constabulary. In addition, with the portfolio being substantially freehold this has led to an approach of remaining on the same site, and making the best use of accommodation, even when the location is less than ideal.

1.3 In recent years, due to a rationalisation of the estate, many of the smaller 'Sector' Police Stations have been sold and accommodation centralised. The four broad Estate categories are:

- Public Contact
- Operating Bases
- Office Space
- Specialist Training Accommodation (firearms, dogs etc)

1.4 The Estate provides for public contact through the Demand Hub, Victims & Witnesses Hub and the traditional Enquiry Offices. Non-estate public contact is undertaken within the community and from partner organisations.

1.5 The strategy recognises:

- The substantial repair costs of some buildings;
- Forecast population growth;
- The police officer uplift programme from both precept and government grant; and
- The temporary nature of much of the specialist accommodation.

1.6 In order to provide an Estate that meets the policing requirements of the 21st Century the portfolio requires modernisation. Within the constraints of affordability this will be achieved by designing and locating new buildings fit for purpose and existing buildings will be maintained and enhanced to provide effective environments. The Estates and Facilities Management Department will focus on the following areas to promote the key principles described in Section 6:

- Providing a safe and healthy environment for officers, staff, partners, visitors, witnesses, victims and detainees;
- Enhancing the property provision/working environment where this will positively impact on policing standards and support services;
- Reducing energy and property on – costs;
- Reviewing assets which are not fully utilised;
- Delivery of a value for money estates service; and
- Encouraging agile and modern ways of working to achieve estate flexibility to cope with national events.

1.7 A five year planned maintenance programme has been prepared prioritising works and spreading the costs and internal resource to deliver the programme over this period.

1.8 For more major refurbishments and new builds separate capital funding is required. Schemes will be assessed individually to determine the most value for money funding model. Where necessary this will include limiting the borrowing requirement through the use of capital receipts.

1.9 The most significant new build project is the construction of a Cambridgeshire Southern Police Station incorporating 24 cells. This is to replace the dated facility at Parkside which only provides 12 cells and inadequate support facilities. The Full Business Case can be found [here](#).

1.10 In addition, investment is required in specialist training facilities to relocate the Joint Protective Services within the tri-force collaboration. This will also be a significant capital project for the Constabulary.

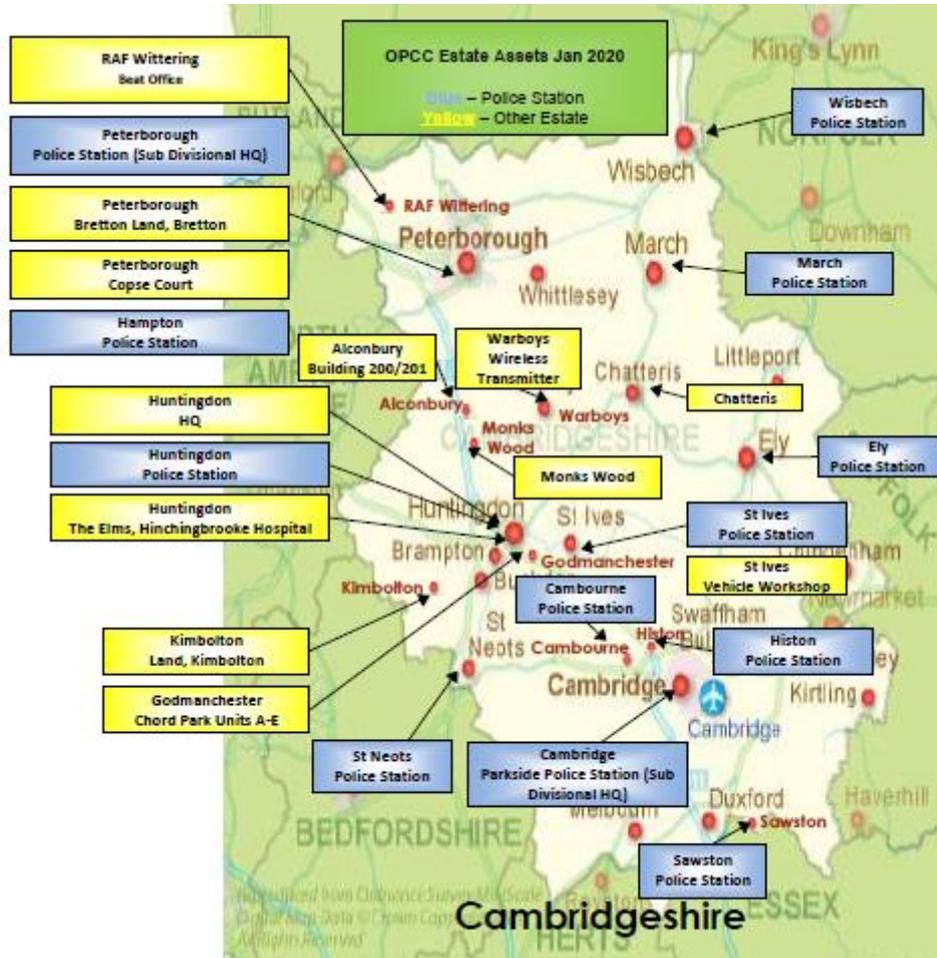
2. Introduction

2.1 The purpose of this strategy is to ensure that Cambridgeshire Constabulary has suitable and sufficient accommodation to meet its operational and administrative requirements and wider organisational objectives set out in the [Police & Crime Plan](#).

2.2 The Accommodation Strategy will support these objectives by ensuring that officers and staff are accommodated in appropriate premises ensuring the safety of occupiers. Where necessary this strategy will ensure accommodation that is accessible to the public and from which the Force can respond effectively to calls for service.

2.3 The Accommodation Strategy feeds into the wider Capital Strategy covering all Constabulary business areas.

2.4 Cambridgeshire Constabulary have a legal interest in 24 sites as detailed in this link to [Assets](#) and shown on the below map:



The buildings provide a total usable space (net internal area) of approximately 30,383m² (327,075s.f) and provides operational policing facilities and work space for 1,518 police officers, 80 PCSOs, 205 specials and 876 police staff). The total asset value as at 31st March 2020 is £42.4m.

2.5 As the property portfolio represents a substantial investment the principles of Best Value and Asset Management Planning should be applied to ensure that assets are not only managed efficiently and effectively but also meet the operational requirements of the Force.

3. Purpose of the Estate

3.1 The Estate is held to assist the Constabulary in meeting its [Mission Statement & Values](#).

The objectives of the property portfolio are to provide:

- A local public interface;
- Operational stations for the delivery of local police services;
- Specialist buildings for Joint Protective Services;
- Specialist buildings for Support Services such as vehicle repair and stores;
- Custody Facilities;
- Office accommodation for support services; and
- Telecommunications sites (masts and buildings) to support policing.

4. Estates Key Principles

4.1 To provide an estate that meets the policing requirements of the 21st Century.

4.2 To modernise the estate by:

- Designing and locating new buildings fit for the purpose;
- Ensuring that existing buildings are maintained and enhanced to provide effective environments, maximising the use of space, encouraging agile and modern ways of working to optimise our building use and eliminate waste;
- Providing flexibility within the estate to cope with national events
- Retaining only essential properties;
- Considering opportunities to generate rental income through lettings of surplus assets where it is possible and appropriate to do so.
- Promoting innovative ways of holding and occupying property;
- Ensuring buildings are energy efficient (this includes utilities and water consumption);
- Ensuring buildings meet all Health and Safety Requirements and other legislative standards e.g. Disability Discrimination Act; and
- Minimising short-term hire of premises, e.g. for conferencing, training, meetings and storage where a comparative in-house provision can be provided at a lower cost.

4.3 To continue to consult with all senior officers/staff within the force and collaborated departments and report to the Force Executive Board to ensure that Estates and Facilities Management work is correctly focused.

4.4 To consult with the public on the relocation of service provisions in Cambridgeshire where there is a significant change to service levels.

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- 4.5 To carry out asset valuations on a 5-year rolling programme for the purpose of financial reporting in statutory accounts. All valuations are carried out in accordance with the RICS Valuation – Global Standards (Red Book) and the CIPFA Accounting Code of Practice.
- 4.6 To ensure that underutilised properties are reported (by the Chief Superintendent for each Division or the Assistant Chief Constable for Force Headquarters) to the Director of Estates. Following receipt of notification, an options paper will be prepared for consideration initially by the Resources Group. Departments may need reminding that they make use of land and buildings to carry out their service objectives but once that property is no longer needed for the purpose for which it was originally used it will return to the corporate holding for re-allocation or reviewed.
- 4.7 Before committing to leases the commuted rental cost should be compared with the Capital cost of a freehold purchase or new build as recommended by the Capital Accounting Regulations. Net present value analysis will be undertaken to look at the costings over the life of major capital projects.
- 4.8 To apply the following principles of Asset Management Planning:
- Preparing five year planned maintenance schedules for the Estate and securing funds on an annual basis to undertake the works;
 - Challenging sufficiency and suitability of accommodation regularly.
 - Maintaining all expenditure, maintenance requirements, tenure and estate management details on a central database once procured by the end of March 2020; and
 - Completing annual returns to the Police Property Services Managers Group (PPSMG) Benchmarking scheme.
- 4.9 To ensure that Forcewide Health & Safety surveys are undertaken in line with legislative requirements. These include Asbestos, Legionella, Fire Risk Assessments, Portable Appliance Tests and Fixed Wiring Tests to name a few. The implementation of Health and Safety policies is the responsibility of all Senior Managers (for example the 5C's Health and Safety Log Books).
- 4.10 To encourage partnership working where this will enhance the police provision or reduce estate overheads. Schemes are currently being considered jointly with Cambridgeshire Fire & Rescue Services (CFRS) at St Neots and St Ives as well as the specialist training facilities within the BCH tri-force and a BCH Estates Strategy is being developed. The Strategic Interoperability Board considers service partnership opportunities which may impact on the Police/Fire Estate.
- 4.11 To prepare an annual Estate Service Plan listing the key priorities for the forthcoming financial year. These priorities will be agreed by the Resources Group and reported to FEB through the [Estates Service Plan 2020](#)

5.0 Estate Standards

- 5.1 The Estates & Facilities Management Department will comply with all internal standards, policies and general & standing orders together with those of member professional bodies such as the RICS.
- 5.2 The Estate should meet Police standards, such as the Police Custody Design Guide, and other best practice guidance and assist departments in providing suitable accommodation to achieve their ISO accreditation.
- 5.3 The Estate will comply with statutory legislation such as Building Regulations, Planning Legislation, Construction (Design & Management) Regulations, Landlord & Tenant Acts, Local Government Acts, Equality Act 2010, Disability Discrimination Act 1995, Health and Safety at Work Act and Data Protection Act.
- 5.4 The Estate should be maintained to a satisfactory standard meeting the requirements of Statutory Inspections on plant, machinery and equipment. In conjunction with specific projects, this will assist Estates in lowering the organisations carbon footprint. With respect to new builds Estates will achieve as high an energy efficiency standard as possible.

6.0 Estate Review 2020

- 6.1 Following engagement with senior offices the Force Executive Board has agreed:

DISTRICT	Assets	Estate Recommendation
Huntingdonshire	Huntingdon St Ives* St Neots**	Retain Detailed review to include relocate option. Detailed review to include relocate option.
Fenland	Wisbech Chatteris* March**	Retain & refurbish Leased Out Retain
Peterborough	Thorpe Wood Hampton Bretton Custody Land Wittering Beat Office	Retain Retain Dispose Retain
South Cambs	Cambourne Histon* Sawston	Retain Retain & Lease out (1 st Floor) Retain & Lease out (post 2023)
East Cambs	Ely**	Retain
Cambridge City	Parkside**	Detailed review to include relocate & retained City centre police station.

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Corporate Estate	Hinchingbrooke HQ** Copse Court Chord Monks Wood SARC Alconbury The Lakes Vehicle Workshop Kimbolton Land Warboys Mast	Retain Agree viable option Retain & agree viable option for vacant space Retain & develop Retain until 2026 (Lease) Retain short term Retain Review Retain
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* Income producing assets (Total income 2019/20 approx. £65,000)

** Income producing masts (Total income 2019/20 approx. £66,000)

6.2 Reviews of each building have been undertaken and categorised as:

Huntingdonshire
Fenland
Peterborough
South Cambs
East Cambs
Cambridge City
Corporate Estate

6.3 Partnership working, particularly with CFRS, is important for the delivery of this strategy.

6.4 Assets which form part of collaborative working and are located outside of Cambridgeshire have not been included in the review but may have a financial impact on Cambridgeshire Constabulary. Where a financial contribution is made to the purchase of a collaborated asset this should be subject to a S22 Agreement and consideration given to registering a Declaration of Trust at Lands Registry. Cambridgeshire Constabulary have a legal/financial interest in the following collaborated buildings:

- Kings Lynn PIC
- Suffolk Office
- Hertfordshire Office

7.0 OPERATIONAL UPLIFT

7.1 The DCC chairs the Uplift Programme. The estimated growth over the five year period is as follows:

2019/20 - 21 (+ precept growth of 50)
2020/21 - 41
2021/22 - 83
2022/23 - 62
Total 207

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- 7.2 Growth numbers are currently for Police Officers only with funding by a ring-fenced government grant which will be based on delivery of the targeted uplift numbers. The 2020/21 funding settlement is intended to include funding for all other on-costs and infrastructure associated with the uplift programme to 2023 including the enabling of estates infrastructure where necessary. In reality as this funding has been provided as general grant, any estates requirement associated with the uplift programme will need to be met through the Medium-Term Financial Strategy as part of the whole organisational planning process.
- 7.3 The location for these new officers is agreed through the Strategic Threat and Risk Assessment (STRA) Panel and major capital estate works should build in flexibility where possible. The STRA process encourages contingency planning, horizon scanning and future enterprise.
- 7.4 As office space is likely to be met by hot desking the greatest estate impact of the uplift programme is likely to be on locker space and car parking.
- 7.5 Additional training rooms will be required and the shared use of the Casualty Bureau at March police station is being explored. From a good estate management perspective better utilisation of existing assets through extended training hours e.g. evenings and weekends should be considered.

8.0 CAPITAL WORKS AND FUNDING

- 8.1 An annual Estate service plan has been prepared (see link in 4.9 above), listing the key priorities for the forthcoming financial year and this will link to the Medium-Term Financial Strategy.
- 8.2 The substantive estate project is for a new Southern Police Station with funding split over a number of years.
- 8.3 The Capital Programme for 2020/21 has yet to be agreed but in addition to the rolling Major Repairs consideration is required of the following:
- Copse Court Refurbishment
 - Cambs Contribution to new JPS Training Centre
 - Cambs Contribution to new 100m Indoor Firing Range
 - Extension to St Neots Fire Station
 - Access Control Upgrade/Replacement
 - Repair to Masts
 - HQ Generator Resilience
 - Custody CCTV Upgrades
 - Security at Force HQ
 - CCTV at all sites
- 8.4 Although the agreed capital programme will require some prudential borrowing it is intended to offset borrowing costs through income generation or sale of assets as appropriate.

8.5 The process for reviewing capital bids is detailed in section 9 below.

9.0 GOVERNANCE AND DELEGATIONS

9.1 The estate is in the ownership of the PCC, occupied by the Constabulary and managed on their behalf by Estates and Facilities.

9.2 The Director of Estates reports to the Chief Finance Officer and Director of Resources with accommodation issues discussed at monthly meetings.

9.3 Contentious space allocations are reported to COT for decisions.

9.4 Non-budgeted capital works are reported to FEB for a decision if within the Chief Constables delegation and reported on to BCB either for information or approval if over £100k.

9.5 Capital works are monitored monthly by FEB.

9.6 Estate issues requiring funding or a Decision Notice are screened by the Resource Group.

9.7 Cambs Estate proposals are shared with the Tri-Force Estates Board to capture any BCH requirements or opportunities. It is also working towards a shared Estate Strategy.

9.7 All property transactions are submitted to BCB for approval/Decision Notice. The Chief Constable currently has no delegation and this is being explored to ease the pressure on agenda items at BCB and improve efficiency within the Constabulary. The difficulty is that any contract requiring execution by Deed needs to be sealed by the OPCC. For property transactions any Agreement in excess of 3 years needs to be by Deed.

9.8 Estates will continue to abide by the relevant Procurement Standing Orders and Delegated Authorities in relation to contracts.

10. CONCLUSION

10.1 This accommodation strategy explains the rationale for the Estate and how it is to be managed.

10.2 The Constabulary welcomes the planned growth in police officer numbers and the strategy provides some insight into how the Estate will provide for the increasing demand in space and services. Further work is being undertaken by the Uplift Board and the findings of this Board will be reflected in the annual Estate Service Plans.

10.3 In delivering the Police & Crime Plan it is essential that the Constabulary continue to work with our partners and the community and the Estate

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must provide suitable and sufficient accommodation for not only officers and staff but also for partners and the community.

10.4 The Constabulary will encourage agile and modern ways of working to achieve estate flexibility to cope with national events such as the Covid-19 pandemic.

10.5 The Constabulary currently has a revenue funding gap over the medium term and Estate Capital schemes need to account for the revenue impact of borrowing and mitigate any increases as far as possible. The annual STRA process will help to manage schemes and respond to proposals to ensure the funding gap is managed. Financial high-risk areas are currently the Southern Police Station and JPS Training.

10.6 This Accommodation Strategy will help to inform and shape the PCC's Estate Strategy.

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